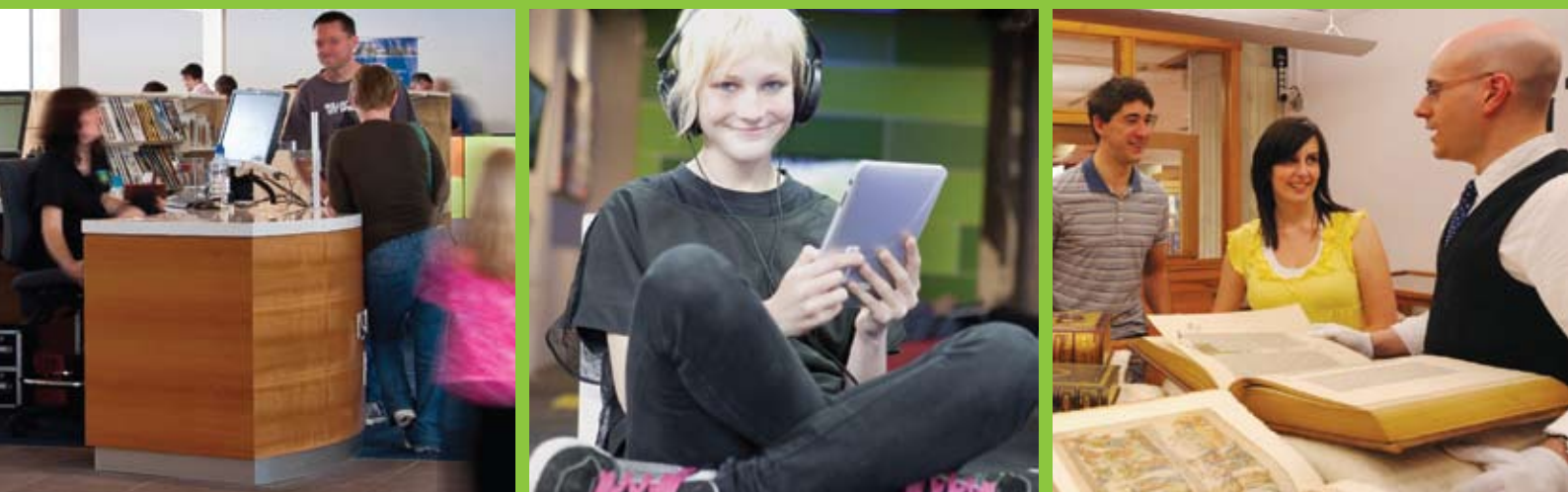# Public Libraries of New Zealand

A STRATEGIC FRAMEWORK

2012 – 2017

Public Libraries: opening doors for enquiring minds, at the heart of communities

Ngā Whare Pukapuka ā Iwi: kia huaki ai ngā kūaha mō ngā hinengaro pākiki, kei te pokapūtanga o te hāpori

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HE POUPOU RAUTAKI

2012 – 2017

Public Libraries: opening doors for enquiring minds, at the heart of communities

Public libraries provide connections to knowledge, ideas and works of the imagination, anytime, everywhere, enabling individuals to turn knowledge into value, participate as citizens and strengthen their communities.

They instil and encourage the joy of reading for pleasure, recreation, discovery and lifelong learning, and develop and provide innovative services and rich content to meet the needs of users in the digital age. Libraries are vibrant places of inspiration, debate and social interaction. They are public civic spaces. They will continue to collect, create and be the repositories of recorded knowledge and information about our cultural heritage.

As a significant conduit for services and information provided by government agencies and civil organisations, public libraries play a major role in the development of socially cohesive, informed and inclusive communities. Partnering with other educational and cultural groups, they help to benefit and strengthen those communities.

In providing free access to content for all, libraries strengthen the public good, are trusted and well regarded as an essential component of the economic and social infrastructure, and provide for the creative replenishment of the human spirit.

Local Government New Zealand
PO Box 1214
Wellington 6140
New Zealand

The Association of Public Library Managers
PO Box 11038
Wellington 6142
New Zealand

Ngā Whare Pukapuka ā Iwi: kia huaki ai ngā kūaha mō ngā hinengaro pākiki, kei te pokapū tanga o te hāpori

Ka tātai honotia ko te mātauranga, ko ngā whakaaro, me ngā hua o te hinengaro e ngā whare pukapuka ā iwi ahakoa i hea, ahakoa ki hea, kia puawai te mātauranga o te tangata hei pounamu, kia mahi tahi anō te tangata ki te iwi, ā kia kaha rawa tō rātou hāpori.

Ka whakatō, ka akiaki anō te mahi pānui hei koa, hei pārekareka, hei kite, hei ako mutunga kore, ā kia tipu, kia whāngai ko ngā ratonga hou me te hōhonutanga o te kōrero kia ea te hiahia o ngā kiritaki i ēnei wā o te ipurangi. He wāhi ngangahau ngā whare pukapuka kia whakamanawa, kia tautohetohe, kia whakawhanaunga, he marae ātea. Ka kohikohingia tonutia ngā whare pukapuka, kia tito, kia pupuri ki ngā kōrero tuhi oti rā ngā kōrero katoa mō ō tātou mana motuhake.

Nō te mea he waka tino whakahirahira ngā whare pukapuka ā iwi hei kawe atu ngā ratonga me ngā kōrero e tukuna e ngā tari kawana me ōna ake tira katoa, he tino mahi tērā o ngā whare pukapuka arā ko te whakakōtahi, te whakaako me te whakatūwhera i a rātou ake hāpori. Mahi tahi ana ki ētahi atu roopu whakaako me ngā roopu hāpaitia te ahurea, kei te whakatūruki, whakapapai ana ngā whare pukapuka i aua hāpori nā.

I te tuku noa te mātauranga ki te katoa e whakamarohitia ngā painga o te hāpori e ngā whare pukapuka, ka mutu ka whakapono he pou tokomanawa ngā whare pukapuka mō te ohanga me te whanaungatanga o te iwi, ā he puna whakaora anō mō te wairua toi o te tangata.

LOCAL GOVERNMENT NEW ZEALAND

Local Government New Zealand (LGNZ) is pleased to endorse this updated Strategic Framework for Public Libraries. Since the first framework was published in 2006, there has been much progress: the development of the Aotearoa People's Network Kaharoa offering, increased learning opportunities and free access to the Internet through desktop computers, the availability of wifi, and stronger collaboration among libraries in several shared services.

But the emergence of e-books, the global financial crisis and its effects on the New Zealand economy, a change of government and the amalgamation of Auckland's councils are among the signposts that signalled the need for a refreshed document.

So it's exciting to see this new framework, which addresses the challenges and opportunities facing the library community over the next five years. It is also exciting to see the new framework signalling increased collaboration between public libraries and other organisations such as LGNZ, the other agencies in communities with similar goals and the National Library – after all, libraries are the quintessential shared service.

Libraries are not just about bricks and mortar or even smart technology; they are about the people who use them and the people who work in them. Libraries are places where people from all walks of life congregate to read, browse, watch, examine, research, share ideas, teach, learn, engage and debate. I hope this document inspires those who read it to continue to encourage these activities and to examine exciting new ways of delivering library services to our communities so that they are fit for purpose now and into the future.

Lawrence Yule
President
Local Government New Zealand

THE ASSOCIATION OF PUBLIC LIBRARY MANAGERS

Libraries play a vital role for individuals and their communities in opening minds through connections to knowledge, ideas and works of the imagination. Whether it is through supporting the development of literacies, acting as vehicles for community participation, identity and memory, or simply encouraging a joy of reading, public libraries sit at the heart of local communities throughout New Zealand.

The vision of the Association of Public Library Managers (APLM) is to 'lead the development of consistently excellent public library services throughout Aotearoa New Zealand by speaking with authority on behalf of public libraries'. We feel privileged to have played a lead role in the refresh of such an important and core document that charts a new path forward for public libraries across New Zealand.

This framework is timely as it vividly captures the shifting landscape in which libraries now operate, the evolving challenges and opportunities that exist, and clearly identifies strategies for going forward.

APLM is particularly excited by the strategic national priorities that have been identified in the framework. They offer significant opportunities for service development, the creation of new stakeholder relationships and collaborations, and they firmly place libraries in the digital space.

APLM looks forward to playing an active part in a positive future for public libraries.

Ian Littleworth
Chair
The Association of Public Library Managers

Public Libraries of New Zealand
Representing the Association of Public Library Managers Inc

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INTRODUCTION

The first strategic framework for public libraries was published in 2006. The work was created through collaboration between public libraries, the National Library of New Zealand Te Puna Mātauranga o Aotearoa and Local Government New Zealand Te Pūtahi Matakōkiri (LGNZ) to create a shared understanding of the benefits libraries deliver to communities. The framework was aspirational in its intent:

> *The unlocking of this potential, the acceptance of the challenge to public libraries laid down by the demands of the information age and the making of a significant contribution to our economy, society, culture and democracy is what this Strategic Framework is all about. Far from being an academic document, it is a call for sustained, constructive and coordinated action that will benefit all New Zealanders.[1]*

This refresh of the framework is the result of libraries continuing to reappraise their value and role in times of rapid change.

The landscape in which public libraries operate has changed significantly in the six years since the framework was published: economically, we have been in the grip of the worst global financial crisis since the great depression; politically, the world has been volatile; and we have experienced the devastation and dislocation caused by the Canterbury earthquakes.

Rapid technological change has seen the rise of social networks, e-books, smart phones and many other mobile devices. We are on the verge of ubiquitous broadband, albeit at an increased cost. The world of computing has moved to the cloud (internet hosted services). We can download software applications (apps) for almost anything, and information comes to us in a variety of ways – video, podcast, images, as well as text.

The scale of change is impacting on public libraries worldwide. Countries are responding to change and pressure in different ways. Some, like Denmark, are reinventing the library both physically and virtually into a vital national and community asset without which

a community cannot think of itself as civilised. In the UK some local authorities are responding to financial pressures by closing libraries or moving them to being run by community volunteers. However, other UK local authorities are reinvesting in libraries to ensure their continued relevance and value. As Singapore did ten years ago, China is now investing heavily in public library buildings and services to realise the economic and educational benefits they offer communities. Developing countries such as Ukraine and Colombia are investing in online access to information through libraries.

New Zealand as a nation needs to recognise and reassess the contribution public libraries make to society and agree the strategic options and priorities open to local and central government to maximise the value that public libraries deliver. We believe that New Zealand libraries must take a leadership role to help their customers and funders to shape their future.

This document fulfils several purposes. First, it is intended to be used by libraries and their local authorities as a tool for setting priorities. The framework identifies five roles that libraries play in their communities. While all roles add value, a local authority may want to put more emphasis on some than others, depending on the needs of its community.

The second purpose is to provide stakeholders and the wider community with an understanding of the breadth, depth and nature of a 21st century public library. Although some have questioned whether the public library is still necessary in a world of digital content, use of public libraries is not declining in New Zealand or in other countries such as the USA. Libraries are reaching wider audiences through moving services to online and mobile environments. Library buildings are transforming to be not only where residents come to get ideas and information but also to be an experiential place where they can connect with others to create and share knowledge, and learn about new ideas in a social context. Customer research shows that New Zealand libraries are highly valued by their communities, and they are recognised globally as innovative and of high quality.

Libraries are reaching wider audiences through moving services to online and mobile environments.

Finally, the document is intended to be a catalyst for action as we seek to get best value from our libraries. It outlines the strategies and opportunities possible to move us from where we are today to an exciting future – one that is collaborative, sustainable, delivers public value and provides strong leadership and expertise in developing services.

BACKGROUND
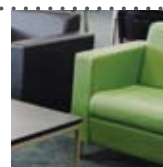
In 2006 there were 73 local authorities in New Zealand, with 72 providing public library services.[2] Since that time seven local authorities and one regional council have been merged to form the 'super city' of Auckland. The resulting library service, Auckland Libraries, serves just over a third of New Zealand's population, covering an area of nearly 4,900 square kilometres, from 55 libraries.

Christchurch City Libraries has been impacted by the earthquakes, and the central library and several branches are closed for repair or rebuilding. This situation is likely to impact on New Zealand's second largest library service for a number of years to come. A new library and cultural centre is proposed in the draft plan for rebuilding the central city.

In March 2012 the Government released its proposal *Better Local Government*[3] which is intended to refocus the purpose of local government, introduce fiscal responsibility requirements, strengthen council governance provisions and make it easier to amalgamate local authorities by streamlining the necessary procedures. Although the amalgamation proposal to form a Nelson Tasman Unitary authority did not proceed, other regions have been exploring greater co-operation across neighbouring local authorities and further amalgamations may be expected.

Libraries have been working across boundaries to provide shared services. For example, the National Library of New Zealand in partnership with the Association of Public Library Managers (APLM) investigated the feasibility and built the business case for a nationwide shared service for public libraries, which would provide a library management system, discovery layer and hosted environment that libraries could subscribe to. This service, called Kōtui, commenced implementation in 2011, and by March 2012 eight libraries had migrated to the service, with at least six others scheduled for next year.

Libraries have been working across boundaries to provide shared services.

Kōtui has been built on top of another shared service, the very successful Aotearoa People's Network Kaharoa (APNK). This was signaled in the 2006 framework as an important step in bridging the digital divide and ensuring equity of access to the Internet, and the content and services provided by that medium. The APNK was funded by Government as one of

the initiatives of the Digital Content Strategy[4] and is provided by the National Library of New Zealand. Kawerau District Library was the first library to go live in November 2007, and in the four years since its inception, 145 libraries from 43 local authorities have joined the network. The network of over 700 computers with supporting technology and wifi connectivity is managed centrally, ensuring a quality of service that would be difficult for individual libraries to match. The APNK has had a very significant impact on public libraries in rural and provincial towns, bringing in new customers and helping to ensure that those that do not have access in their homes are not disadvantaged by the move to online information and services.

APLM was formed in 2007 following the Public Libraries Summit, which urged public libraries to speak with 'one voice'. It represents the interests of New Zealand's public libraries and acts as an advocate for the information and library needs of the many New Zealanders who rely on public libraries. The association works in partnership with other organisations to raise the profile and demonstrate the value of libraries, and build strong relationships with those who fund, use and work in public libraries.

A review of the actions outlined in the 2006 strategic framework shows that, apart from the formation of APLM, the establishment of the APNK and some collaborative initiatives at the national and local level, the progress on the other areas for action has been uneven. A campaign by the Library and Information Association of New Zealand Aotearoa Te Rau Herenga o Aotearoa (LIANZA) to 'keep public libraries free' had some success in raising the profile at a central government level. LIANZA also supported APLM in lobbying for legislation covering public libraries, and although a legislative approach remains unresolved, an amendment to the Local Government Act did result in public libraries being recognised as a core service of local government.[5]

In 2010 local authorities collectively spent $230m on library operations, and other revenue sources accounted for a further $45m. Interestingly, lending of library materials has increased 10 percent since 2006. In 2010, 55 million items were borrowed from libraries during the year. This equates to 12.6 items borrowed per year for every adult and child in New Zealand.

**LIBRARIES CONTINUE TO PROVIDE SERVICES SUCH AS:**

- Welcoming community spaces
- Integrated online catalogues and circulation systems
- Magazines, CDs, DVDs and other media as well as books for loan
- Access to electronic resources and e-books
- Tools and equipment to access the Internet, including free wifi
- Programmes in support of literacy and lifelong learning
- Materials and programming in Te Reo Māori and in languages other than English
- Opening hours on six or seven days a week
- Targeted community outreach
- Skilled staff to assist customers to find resources to meet their needs.

Libraries are community gathering places which may include cafés, associated council services, learning centres, lounge areas, community meeting rooms and parenting rooms. The 1970s and 1980s saw several new central city libraries being built, and in the 1990s a number of new community or branch libraries were completed. In recent times we have seen more dual-purpose and multi-purpose facilities built, for example, the public library and school, the public library and polytechnic library, and the public library and sports complex.

Since 2006 the biggest change to take place in public library services is the lending of e-books. The print book is migrating to a digital format, which libraries are now making available through subscription services, such as Overdrive and Wheelers. However, digital formats are not yet displacing the demand for print books in public libraries, but rather adding to demand.

Libraries have also provided audio books on CD for more than a decade, and these are migrating to downloadable audio files.

Libraries have been valued in the past as 'familiar' places and for their contribution to society, having secured the trust of New Zealanders during 160 years of quality service provision. However, the speed of change and the nature of those changes are causing some to question the future of the public library. Economic and technological changes are having an impact on libraries across the world, particularly in the Western world. New Zealand is not immune from these changes.
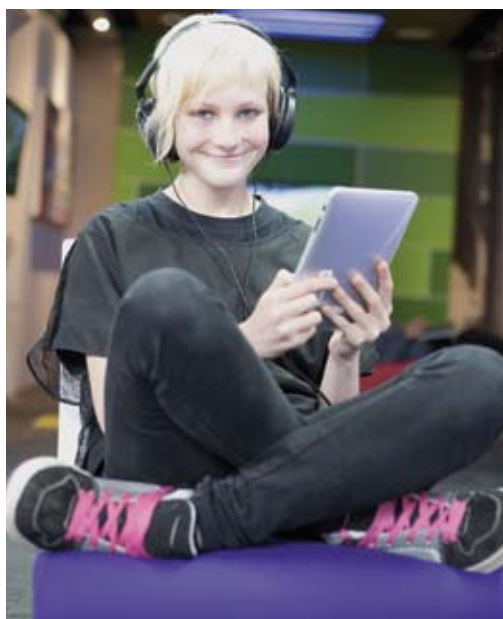
Over 75% of public libraries provide e-books to borrow, many via regional consortia.

CONTEXT

This refreshed framework for 2012 – 2017 has been updated to reflect international and New Zealand trends that, since 2006, are increasingly impacting on public libraries. Most libraries are facing similar challenges brought about by technological change, changing customer expectations and funding pressures. Over this time, libraries have continued to review and evaluate their roles and responsibilities, and determine strategic options for adding value to their communities.

POLITICAL

MĀORI

The unique identity of New Zealand is inextricably linked with Māori its indigenous people. The Treaty of Waitangi is the founding document of this nation, and is reflected in law, governance structures and legislation, including the Local Government Act 2002. The focus on Māori and Mātauranga Māori is reflected strongly in the library, heritage and information sectors of New Zealand.

In the past decade Māori have taken a significantly more active role in government, and there are currently two Māori parties in Parliament. For the first time in New Zealand political life, Māori are formally part of a coalition government through the Māori Party. Trends indicate that there will be increasing Māori demands for government recognition and support of Māori indigenous status, world view, identity, culture, arts, language and heritage. For some this means tino rangatiratanga, or self-determination and sovereignty. In addition, there are an increasing number of people relating to their Māori heritage.

The report by the Waitangi Tribunal on the claim known as Wai 262 considers what the Treaty relationship might become after historical grievances are settled. It maintains that the relationship must change:

> from the familiar late-twentieth century partnership built on the notion that the perpetrator's successor must pay the victim's successor for the original colonial sin, into a twenty-first century relationship of mutual advantage in which, through joint and agreed action, both sides end up better off than they were before they started. This is the Treaty of Waitangi beyond grievance. The Tribunal said that the Treaty envisages the Crown-Māori relationship as a partnership, in which the Crown is entitled to govern but Māori retain tino rangatiratanga (full authority) over their taonga (treasures). This partnership framework provides the way forward for the Crown-Māori relationship.[6]

Implications for libraries will vary, but those with significant collections of Māori material may find they are in a custodial relationship with Iwi in the management of these taonga.

CENTRAL GOVERNMENT

Since 2008 the Government has had to grapple with the global recession. This in turn has led to a focus on efficiency and a reduction in the cost of government. The Government has moved to reduce the number of government departments and to implement cost savings in the back office through shared services and whole of government procurement arrangements.

One of the instruments for this policy is the merger of government departments. The National Library of New Zealand, along with Archives New Zealand, was integrated into the Department of Internal Affairs effective 1 February 2011. Although no longer a government department in its own right, the National Library is bound by legislation, which outlines one of its purposes as:

> *supplementing and furthering the work of other libraries in New Zealand; and working collaboratively with other institutions having similar purposes, including those forming part of the international library community.*[7]

This leadership role remains vital to the libraries of New Zealand as the National Library is the only library mandated to work across the sector to take advantage of economies of scale.

LOCAL GOVERNMENT

The Local Government Act 2002 significantly changed the way local government operated within the community. Under this act, the purpose of local government is to:

• Enable democratic local decision making and action by and on behalf of communities

• Promote the social, economic, environmental and cultural wellbeing of communities, in the present and for the future.

In fostering the social, economic, environmental and cultural wellbeing of its residents and ratepayers, local government must contribute to the desired outcomes of each community. These outcomes are documented in the Long Term Plan (LTP), which projects forward ten years what services and actions councils intend to deliver, including the associated costs and benefits. Delivering on these outcomes often requires councils to work in collaboration with other agencies. The Government's proposal *Better Local Government* may result in changes to the 2002 legislation. It is too soon to say what impact such changes would make to council priorities, however libraries remain a key part of the service infrastructure and a core service of local government. It is possible that it may encourage amalgamation of councils and/or closer working partnerships, including for libraries.

The extent to which local governments are able to develop their library services to meet community needs is inevitably constrained by the demands on funding. Evidence shows that in general the smaller the local authority, the lower the level of funding per capita available for social and community services such as libraries.

Little work has been done in New Zealand on the economic and social benefits of libraries to their communities. There are a number of excellent studies in Australia and the USA that demonstrate returns of between $3 and $5 for every $1 spent. Further work is needed in the New Zealand context to make the economic and social benefit of the investment already made in the public library infrastructure visible to decision makers, as well as the benefits that will accrue from ongoing investment as libraries develop to meet changing needs.

OUR **STORIES**

REMOVING BOUNDARIES

"1 City. 55 libraries. All yours" was the slogan which launched Auckland Libraries on 1 November 2010. Aucklanders welcomed being able to borrow anywhere, return anywhere at libraries across Auckland. In the first year, visitor numbers increased by 12%, issues by 3% and the number of requests filled by 64%.

The NZ Herald reported that "The best thing to come out of Auckland's Super City amalgamation is that you can borrow 3.5 million items from 55 libraries from Wellsford to Waiuku."

Customer research indicated an overwhelmingly positive response also:

"Since Nov 1 I believe the region has gained an extraordinary resource in the collective and now very connected book, media, knowledge and staff that are the Auckland Libraries. It is fantastic."

"I'd just like to say that since Nov 2010, I am enjoying the greater selection of books available to me on the subjects pertaining to my interests. So far, this has been the most beneficial part of the amalgamation for me!"
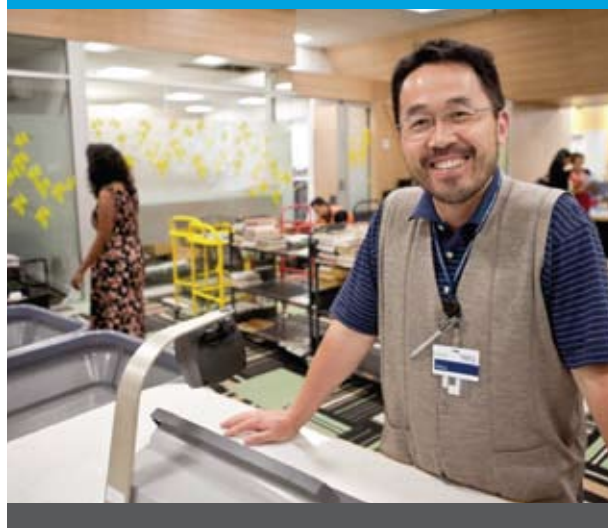
ECONOMIC

The global recession and the collapse of financial markets have placed financial constraints on many countries as they try to bring debt under control. There are small signs that the recession is abating in the USA; however, Europe continues to struggle to bring spending under control and increase growth in several of its economies.

New Zealand has not been exempt from these pressures. The Budget Policy Statement for 2012 outlines the Government's approach to returning to a surplus by 2014/15, which includes reprioritising government spending and looking to the public service to find efficiencies and savings. Capital spending will be financed from initiatives ranging from the sale of assets to a mixed ownership model.

The situation for local government varies from council to council. However, trends indicate that debt levels have increased over the past five years and are forecast to remain high for the next ten years. Rate increases have been at a level greater than inflation, and local authorities are looking to reduce costs in order to hold rate levels or reduce increases. At the same time, some local authorities need to grapple with out-of-the-ordinary events such as the impact of leaky building claims, the Canterbury earthquakes and the creation of Auckland Council. For some, the biggest economic issue is a declining population which leads to a decline in revenue, but still having to maintain services for the people who remain in the area.

Libraries are not exempt from these cost pressures, and the challenge is to find more cost-effective ways of delivering services without reducing the value of the service to the community. This comes at a time when libraries need to change the way they deliver some services, transitioning from one model to another while still retaining elements of the old, and find new revenue sources to replace declining traditional sources. For example, libraries may face loss of revenue from overdue charges (because digital items expire without exceeding the loan period) and from CD/DVD borrowing fees (because customers will download content directly from library or other sources).

SOCIAL

DEMOGRAPHIC IMPACTS

The trends identified in 2006 have not changed significantly, although the currently available data is only projected and has not been validated by a new census. These changes include the aging population typical of societies like New Zealand and continued migration, particularly from the Asian region, resulting in a changing ethnic mix. This is having an impact not only on the major cities such as Auckland but also in provincial centres.

While there is a significant population shift towards the main urban areas, there is also some reversal as others move back to provincial New Zealand. This reversal is particularly true in the South Island. As a result of the earthquakes in Christchurch, numbers of people are relocating to surrounding towns, such as Rangiora and Timaru. These relocated people bring with them higher levels of expectation of services and facilities. Population distribution also has an impact, with almost

YOUTH SPACE

Young people in Palmerston North have a brand new place downtown to call their own. Palmerston North Youth Space represents the culmination of four years of collaborative hard work on the part of Palmerston North Youth Council, the City Council, the City Library and numerous community and funding organisations. Rhiannon Malley, Youth Space Manager says, "We surveyed young people when the council was reviewing its recreation strategy. They told us they wanted to be able to go somewhere that is drug and alcohol free, safe, fun, affordable and welcoming. So we created this place for them to spend time and explore opportunities for social and personal development."

The work of this multi-purpose facility is aligned to the council and library strategic direction and delivers outcomes for young people. "We're very fortunate to have a training kitchen, three meeting rooms, a purpose-built events area, a gaming room and the youth library collection. We also have free wi-fi and a small number of computers so we can host and run a range of classes and events. We hold homework clubs and taster sessions for young people to try out different things. We work with youth service providers to try to offer as many positive engagement opportunities as we can." Whether it's circumnavigating a table Parkour style, a master chef cook off, or Yoga to Metallica - the Youth Space has got it covered.

52 percent of New Zealanders living north of Taupo. The lower population density in the South Island means resources are more thinly spread. Virtual services can partially overcome the tyranny of distance.

SOCIO-ECONOMIC IMPACTS

There is growing income inequality in New Zealand society, largely attributable to the gap between skilled and unskilled work. This trend is expected to continue. A recent OECD report (May 2011) on income inequality notes that New Zealand's income inequality increased 4 percentage points, along with countries such as Finland, Sweden and Germany.[8] Simon Collins, writing in the New Zealand Herald, notes that Auckland has changed from an equal city to an unequal one in less than a generation, with the income gap between rich and poor widening dramatically over the past 25 years.[9] This income inequality leads to inequities in educational achievement, literacy and access to technology.

One of the consequences of the collapse of financial companies has been the reduction in post-retirement income for many senior citizens who had invested in these companies and now find themselves in a significantly poorer state than expected. This growing age group is a significant user of public libraries and, as a result, can be expected to rely more heavily on libraries for their reading and access to the Internet.

EDUCATIONAL TRENDS

The link between educational outcomes and employment is well recognised both in New Zealand and internationally. Andreas Schleicher, Deputy Director and Special Advisor on Education Policy at the OECD notes:

> *Without sufficient investment in skills, people languish on the margins of society, technological progress does not translate into productivity growth, and countries can no longer compete in an increasingly knowledge-based global economy.[10]*

A current government policy target is that young people will leave school with at least NCEA level 2, and either be in work or move into vocational training to improve their work chances. While literacy levels of New Zealand 15-year-olds are regarded as being amongst the best in the OECD, 14 percent are not achieving at level 1 of the NCEA.[11] This means that 14 percent of our young people have inadequate literacy and numeracy skills to function well in our society. Changing work patterns and the ongoing process of economic restructuring also mean that people have to retrain regularly to seek alternative employment opportunities. For those without the basic skills, both initial employment and retraining are major challenges.

In May 2012 the Ministry of Education Te Tāhuhu o Te Mātauranga called for proposals to establish a Network for Learning, which will be a dedicated online network for schools run over the ultra-fast broadband infrastructure currently being rolled out across New Zealand. The Network for Learning, available progressively from 2013, will provide schools with affordable, safe, ultra-fast Internet access as well as a range of online content and centrally procured services.

> *The Government wants to ensure that schools make the most of ultra-fast broadband and the educational benefits that go with it, while lowering the costs for schools. Through centralised procurement and management of online services, a Network for Learning will considerably reduce ICT complexity and cost for schools.[12]*

Public libraries already provide reading and literacy support for all ages, homework help, school visits and outreach into schools, summer reading programmes, and support for second chance education. The Network for Learning provides opportunities for greater collaboration between schools and public libraries both for content provision and also services delivered across the Internet through web seminars and video-based technologies.

TECHNOLOGICAL

THE DIGITAL REVOLUTION

The World Wide Web is twenty years old. It has become a cliché to say we are in the midst of a change that is as significant as the Industrial Revolution was in the mid 19th century, but it is true nonetheless. The Internet has irrevocably changed the way we live and work. In the past ten years, the Internet has grown from 361 million users to well over 2 billion users. New Zealand had 3,626,000 Internet users in December 2011, which was 84.5 percent of the population.[13]

The Internet has become a crucial underlying infrastructure, which connects us to content and people, enabling a global or network society. 'Network society' describes:

> *several different phenomena related to the social, political, economic and cultural changes caused by the spread of networked, digital information and communications technologies.[14]*

It moves beyond the concept of the 'information society', where the manipulation of and access to information is the primary activity, to one where the creation and exchange of content, personalised to an individual's needs, in an 'always on' communication channel, increasingly via mobile technology, is the norm.

LIBRARIES AND THE INTERNET

Access to the Internet is no longer 'nice-to-have', but is an essential part of our life and work. Services are moving online, and people now go online to do their grocery shopping, pay their bills, interact with government departments to pay their taxes, apply for a passport and meet a myriad of other business needs. In many cases there is no longer a face-to-face option readily available. Yet not everyone has access to the

Internet from home or work. If they do have access at work, often this is restricted and non-work related activity is kept to a minimum or not allowed at all; and not every home has a computer with Internet access.

Some government departments are now referring clients to the public library as a place where those who do not have their own individual access to the Internet can connect with government services. However, while most New Zealand public libraries and their parent councils now regard providing access to the Internet as part of their core service offering, there are some who still impose a charge, which can be a barrier to access.

An impact evaluation report[15] on the use of the APNK found that the main benefits to users were:

- Enhanced family and social connections
- Improved educational opportunities and employment
- Improved opportunities for economic and financial activity
- Enhanced engagement in the democratic process.

A similar report done in the USA found:

…compelling evidence for the way in which free computer and Internet access helps address a wide range of needs for residents in communities large and small. This report demonstrates that libraries have been a silent partner in workforce development, educational achievement, delivering health information, and bringing government services to citizens. It also documents the significant public benefit of investments in library technology and calls on policy makers to develop and implement coordinated strategies to more fully integrate libraries' roles in achieving positive public outcomes. Public libraries are unique community-based institutions that serve an incredibly broad spectrum of the American

public. Overall, an estimated 149 million Americans visited public libraries in the last year, and nearly half of these visitors made use of library computers and wireless networks to access the Internet in the past year; three-quarters also used library computers to access library resources like the library catalog and online directories, subscription databases, and audio and visual collections.[16]

ULTRA-FAST BROADBAND ROLLOUT

The New Zealand Government is committed to the roll-out of ultra-fast broadband services to 75 percent of the population by 2021. This will deliver 100mbps download and 50mbps upload speeds, enabling greater sharing of data and new and different ways for people to do businesses and for businesses to operate. This $1.5 billion investment is being managed in partnership with other players by Crown Fibre Holdings Ltd. In addition 57 percent of rural households will have broadband of 5mbps within five years.

However, this still means that 25 percent of people will not have fibre to the home, and there will be over 40 percent of rural dwellers still without connectivity other than a dial-up line. The Government has announced that most rural public libraries will be included in the roll-out, along with rural schools. This will ensure a level of online access for their communities, subject to affordability.

SOCIAL MEDIA AND MOBILITY

The rapid rise of social media such as Facebook, Twitter and YouTube, not only as personal online spaces, but increasingly as a means of learning, debate and dialogue, organisational communication and marketing is changing the way we interact with our world and other people. The penetration of Facebook in the second quarter of 2011 was estimated to be 10.3 percent of the world's population. New Zealand, however, has just over 2 million Facebook users with a 46.8 percent penetration of population.[17] The use of YouTube and other video sharing sites such as Vimeo is also increasing.

A fundamental shift is taking place online, from an information-based web to the 'people web', where any person with access to a computer or a mobile device connected to the Internet can self-publish, link to others, access content and apps, conduct business, attend lectures and workshops in remote locations, and carry out a myriad of other activities that meet social, economic and cultural needs.

The phenomenal growth in mobile technology along with the burgeoning of wireless connectivity is driving developments. Cell phone growth is increasing at more than twice the rate of global GDP and 70 percent of the world's population now has a mobile phone (over 5 billion mobile subscribers).[18]

Since the launch of the iPhone in January 2007 and the Android phone in October 2008, smart phone

DIGITAL LITERACY

One of the most satisfying aspects of being a public librarian in the digital age is watching IT beginners cross the digital divide and become confident users. Central Hawkes Bay District Libraries has experienced an influx of elderly patrons wanting to use free computing services to learn the basics to stay in touch with family, and others just seeking to participate in society.

Library staff love seeing people they have assisted through many teaching sessions now confidently using email and surfing the internet. They help people prepare CV's and apply for jobs, access information, manage their digital photos, and participate as e-citizens locally and nationally.

"Your staff are so patient to teach me computer skills and help me to learn. I thank them a lot. Your library is so great, good service." – Compliment from a library customer, 2012.

USING SOCIAL MEDIA TO CONNECT

Christchurch City Libraries started using social media in 2007 with its library blog. Then followed Flickr (2008), KidsBlog (2010), Twitter (2010) and Facebook (2011). In 2009 YouTube was used to promote the library's 150th celebrations. Using social media has enabled the library to share and support library, community and cultural activity.

"During the earthquakes of 2010 and 2011 our social media spaces were key places to share information and messages with our customers and colleagues. On February 23, 2011 our Twitter morphed suddenly from being about a Wallace and Gromit graphic novel to # Staff & customers at Central Library were evacuated

OK. Auto tweets from @hootsuite set up AM before the earthquake today.

Thereafter a steady stream of tweets flowed every day, linking people to reliable and official information. At the time many people said they followed us for up to date information. The blog became a place for positive messages from people around the country, including the wonderful Words for Christchurch from poets and writers. Earthquake related blogs flowed too. Twitter and Facebook were places where people could comment and ask questions."

When it was announced that collections were to be cleared from the Central Library, this generated happy comments on Twitter and Facebook including offers of help. The Flickr collection Earthquakes and After documents the changing face of the city.

use has been outgrowing ordinary mobile phone use, and this trend is expected to continue. Smart phones enable the use of a range of apps. The ability to download apps enables a myriad of work and entertainment activities on one device, and is changing the way we work, communicate with each other, and live our lives. This ability to get information and read and listen to content anywhere at anytime provides significant opportunities for libraries to supply services to customers in new ways.

E-BOOKS

E-books and e-book readers have been available for over ten years. However, it is only now that we are seeing the technology, the devices, the content, and the business models coming together to deliver the first real competitor to the printed book since books became the primary way to communicate ideas and knowledge to a mass audience.

A survey of the total USA book publishing industry released in August 2011 showed growing revenue and exponential e-book sales. E-books grew from 0.6 percent of the total trade market share in 2008 to 6.4 percent in 2010.[19] Random House is predicting that the company's e-book sales will grow to 15 percent of its market in 2012. However, some commentators are predicting that the growth will slow to incremental,[20] and that significant print publishing will continue, particularly in some markets such as children's books. Whatever the future, it is clear that the e-book revolution is impacting heavily on all parts of the creation and distribution chain from author to publisher to bookseller, as well as libraries. Some authors are self-publishing; publishers are trying to connect directly with customers and bypassing booksellers; booksellers are printing books on demand, as are some libraries in the USA.

There are differing views on the impact of e-books on publishing, book distribution and what this means for the public library. Many commentators believe that in 10-15 years print books will become exotic, niche and not the ordinary way to deliver content – similar to

current use of the vinyl record. Some see a place for both to exist alongside each other. Others predict that e-books will include text, graphics, audio, video and hyperlinks to enable richer learning and entertainment.[21]

Clearly, e-book publishing is burgeoning. As we move more and more into a world where the predominant mode to read books is on a digital device, libraries are purchasing access to e-books, just as they do for audio books and databases. For libraries, the e-book is just another format for presenting the written word and is one which has some advantages to customers: for vision-impaired customers, the ability to increase text size provides even better readability than a printed large print book; housebound customers can get the books of their choice delivered straight to their devices. E-books are beginning to integrate images and other formats to provide a much richer experience for the reader.

Publishers and distributors are responding to this demand in differing ways – some seeking to restrict lending, or prevent it altogether. Licensing is being dealt with slowly on a country by country basis. Much content available in the USA for example, is not licensed and available in New Zealand. This is a time of

Reading a children's eBook on her new iPad during the summer reading programme.

churn; however, the business models that will make it easy, both for the libraries to loan and their customers to borrow e-books, will be developed. In New Zealand there is an opportunity to work with publishers and authors to provide solutions that will benefit all.

LIBRARY MANAGEMENT AND DISCOVERY SYSTEMS

There are two significant developments that have occurred over the past six years. The first is the rise of open source systems, such as Evergreen and Koha, which make the software code available to libraries that form part of the open source community and contribute to the product's development. Common reasons to move to open source are to avoid vendor lock in, to avoid licence fees, and to participate in software development. Freedom from vendors also allows libraries to prioritise their own needs according to urgency, as opposed to what the vendor offers.[22] However, not all libraries are in a position to implement open source on their own or to contribute to the development of code for enhancements, and vendors have entered the market to provide support and enhancements on behalf of libraries using open source products.

The discovery interface is the other major development in libraries, designed to search all the content owned and licensed by a library at once. This content is both digital and physical, and includes content in digital repositories and Internet-based content that is freely available. Some libraries are implementing discovery layers, either individually or through joining the national shared initiative Kōtui. Others have attempted to get around this problem by bringing their electronic subscriptions into their catalogues so they can be found in a single search, at least at the title level. Libraries are pressuring software vendors to improve the capability of their discovery software. The American National Information Standards Organization (NISO) has approved a new Open Discovery Initiative work item to develop standards and recommended practices for next generation library discovery services.

INTELLECTUAL PROPERTY AND COPYRIGHT

Over the last six years, the move to online content has brought the issue of how intellectual property rights are claimed and managed more sharply into focus. This was certainly the case with the illegal copying or downloading of music and video/film from the internet, as it is very simple to take a copy of the entire item.

New Zealand has recently strengthened its legislation[23] covering the download of illegal material from the Internet. It is vital that libraries understand the implications of this legislation, when providing access to the Internet, to ensure their customers act within the law.

Against the trend of restricting use, there has been a counter trend – that of opening up data and information for use and reuse. The Creative Commons movement, initiated by Lawrence Lessig, has been at the forefront of the movement to ensure that IP owners can share their work whilst still retaining some rights for themselves. Over the past six years, Creative Commons Aotearoa[24] has provided New Zealand-based licenses, which are available for both individuals and organisations to use.

Digitising content has also raised an issue for libraries in trying to determine what might still be covered by copyright. This is particularly so for orphan works, where it is not possible to determine who might hold the copyright of a particular work. Internationally, libraries have been working to get agreements that enable them to digitise orphan works where it can be demonstrated that every effort has been made to find the copyright owner.

It will be important to consult with Māori to establish provenance for the digitisation of Taonga Māori.

OPEN DATA AND LINKED DATA

The open data movement has been gaining rapid ground since the Obama administration made public access to government data a key objective. The release of data sets for reuse by others, enabling the combining of different data sets to create new information and data, is regarded as having significant economic and social benefit. The New Zealand Government is also making this a priority with initiatives such as the NZGoal framework[25] and data. govt.nz site,[26] which provides a catalogue with links to freely available New Zealand datasets. DigitalNZ[27] has been at the forefront of promoting the use of publicly available data through its Mix and Mash competitions.[28]

Recently the Library of Congress announced it would work on a new bibliographic framework to replace MARC (a library standard for describing items), which would enable librarians to better link their customers to resources of all kinds (from the library and from many other sources).[29] RDA and linked data provide both challenges and opportunities for libraries. Conceptually well developed, but not yet widely adopted in practice, they are the lead-ins to libraries playing their part in the growth of the Semantic Web.[30] Public library records of content and customers provide rich data sources both for their own use and, in the case of metadata[31] for digital content, linking and merging with others' data.

CENSORSHIP

Censorship in New Zealand is the responsibility of the Office of Film and Literature Classification and the Department of Internal Affairs. The former classifies films, videos and physical publications; the latter is concerned with censorship on the Internet. Both look to protect the New Zealand public from material of certain sexual and violent acts, material that is likely to be harmful or injurious to the public good, or matters which are illegal in New Zealand. New Zealand implemented an Internet filter in 2010, which is optional for Internet Service Providers to join. There is no public list of what sites or domains have been censored, which is in contrast to the public

listing of physical items that have been censored. Some countries, such as China, restrict access to the Internet for political and economic reasons. There is an emerging trend for some Western countries, for example Australia, wanting to introduce compulsory filtering. The underpinning principle for libraries of freedom of access to knowledge and information has the potential to be undermined by these approaches. Libraries need to continue to ensure that all opinions and ideas that do not contravene New Zealand legislation can be accessed.

INTERNATIONAL LIBRARY TRENDS

The most significant international statement concerning public libraries is contained in the UNESCO Public Library Manifesto, prepared in conjunction with the International Federation of Library Associations (IFLA). The manifesto states:

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. UNESCO therefore encourages national and local governments to support and actively engage in the development of public libraries. The public library is the local centre of information, making all kinds of knowledge and information readily available to its users … All age groups must find material relevant to their needs. Collections and services have to include all types of appropriate media and modern technologies as well as traditional materials. High quality and relevance to local needs and conditions are fundamental.[32]

Countries have responded differently to the changing environment. Many developing and transitioning countries see public libraries as an important enabler of learning and economic advancement by ensuring their citizens have access to the world of knowledge

and digital content through the Internet. The Gates Global Libraries initiative has funded a number of programmes around the world which have leap-frogged the public libraries of these countries into the 21st century, providing technology, support and skill development to those librarians, who in turn train and serve their customers.[33]

In the Western world the global financial crisis has seen countries respond in different ways as they look to cut costs and balance budgets. Use of libraries has increased significantly during the recession as more citizens struggle financially. In the UK, faced with very significant cuts to public spending, this is being played out in a number of ways: the de-professionalisation of libraries by moving to management by volunteers; privatisation of libraries with a view to saving money; closure of libraries, or the reduction of hours of opening; a move towards community governance and management of libraries; shared service across council boundaries; and reinvestment in new library buildings and updated services. Free access to the Internet remains a core offering, as it is in most Western and developing countries.

In the USA, while there has been some temporary closure of libraries or reduction in opening hours, there are also libraries moving heavily into ensuring their services are available online and on mobile devices, developing apps for smart phones and tablet devices that download library content and services. As with other countries, their library use has increased significantly during this period.

In Europe, particularly in Denmark, Finland and the Netherlands, the focus is on both improved digital offerings and on the changing use of library buildings, in order to embrace all media, not just the print and physical items. The library as place – a community hub, a business hub, a space for innovation and creativity – is becoming more important even as libraries become more digital and virtual. The level of investment in new central library buildings, in Europe as elsewhere in the world, is particularly notable. In the Netherlands, for example, a project in Delft is providing young start-ups willing to pay a modest fee the chance to use the facilities at the library – meeting spaces, wifi and technology labs. The library is changing from being a place where people came to get ideas and information to an experiential place where people meet with others to create, share and learn about new ideas in a social context.

Many libraries now provide relaxed multi-purpose teen spaces as seen here at Dunedin Public Library.

THE CONTRIBUTION OF PUBLIC LIBRARIES TO SOCIETY

Information turned into knowledge, and from knowledge into value, is one of the major drivers of personal, national and international development. Through development, people and societies grow and prosper, social and economic wellbeing improves, cultural identity can be demonstrated with confidence and social cohesion and inclusion is enhanced.

The public library has long occupied a central place in the pursuit of information and knowledge for the individual, the community, hapū and iwi. Traditionally, this has been through the provision of books and journals, with librarians ensuring that customer needs have been met. Librarians have organised and added value to the information available from the resources held in the library and provided access to materials held by other parts of the library and information sector.

Library services are based on a number of under-pinning principles that have driven public library development and shaped the role libraries have played as a trusted institution of civil society. Arising from public libraries' origins in education for workers, there is a strong emphasis on equity of access to information; the right to know; freedom of expression; the right to participate fully in a democratic society; objectivity, and professionalism. Despite the radical changes that have occurred in society since libraries were first established in the 19th century, these principles remain as fundamental in the digital era as they ever were.

Libraries are open to all people – virtually without exception.

Libraries are also about sharing and sustainability – sharing resources and reusing content and facilities over and over to gain a competitive advantage for individuals and communities. In more recent times, value for money and user-driven principles have become important.

Libraries are open to all people – virtually without exception. They are available to people from all walks of life, ethnicity, age, gender, socio-economic status, education and skill. Local authorities provide libraries mainly free of direct charges to users as a public

good. By virtue of their accessibility, they can help redress the inequity that results from social exclusion and, by doing so, improve equity and social cohesion.

The original strategic framework identified six roles that libraries play in society:

- Reading and literacy
- Community identity and local heritage
- Libraries as public space
- Opportunities for lifelong learning
- Information democracy and citizenship
- Help to access the information gateway.

These roles have been reframed in the light of the changing context to better emphasise the purpose and outcomes delivered, linking these to the outcomes sought by Government and local government for New Zealand and for communities. A key difference since the first document was written is that digital technologies are now pervasive in our lives and our world, and the same applies to libraries. While libraries still have a role in helping people 'access the information gateway' this is only a small part of how libraries deliver their services to take advantage of the digital environment. Rather than one specific role focused on the digital and technological – all library roles have a digital overlay, which has resulted in delivering services in new and different ways.

THE REFRAMED ROLES OF PUBLIC LIBRARIES FOR THE FORESEEABLE FUTURE ARE:

- **Collecting, curating and providing access to knowledge, ideas and works of the imagination**
- **Fostering the joy of reading and supporting the development of literacy in all its forms**
- **Enabling independent lifelong learning, research and innovation**
- **Providing community based services for all in places that are at the heart of their community**
- **Collecting, creating and making available local content and history.**

THE FRAMEWORK

OUTCOMES

The priorities of local authorities and central government change over time. However, they generally fall within a framework of seeking a competitive, productive economy and cost-effective, quality public services, whether those are delivered centrally, such as education and health, or delivered locally, such as libraries and information, recreational facilities and community housing. The outcome for New Zealand and its communities is measured not only in terms of GDP and economic growth but also with more qualitative measures: literate and educated citizens; the physical and mental health of individuals; the sense of community and identity that comes from participatory democracy; and an appreciation of our culture and history.

The Government's priorities over the next three years are to manage their finances (returning the country to a surplus by 2014/15), to build a more competitive and productive economy, to deliver better public services and to rebuild Christchurch. Local government priorities vary from council to council and are set on a three-yearly basis in their long-term plans. Most councils express their target outcomes in terms of communities that are cohesive, healthy, safe and resilient; that value their heritage and embrace diversity and creativity; that are sustainable both financially and in their practices and systems; and that provide an environment where business and jobs can flourish.

The changes proposed for local government in the coming three years will probably result in some refocusing of local government priorities, and may well see more amalgamations of local authorities across New Zealand. Libraries are well positioned to respond to these changes in that they have a strong, collaborative ethic and practical examples of nationally based shared services and regional collaborations.

NECESSARY CONDITIONS

Certain conditions are necessary if New Zealand is to achieve the outcomes described above. These are not exhaustive but indicative of what is needed.

OUTCOMES	Efficiency	Economic	Social	Cultural	Environmental
	Better public service	A more competitive and productive economy	Cohesive, healthy, safe and resilient communities	Communities that value our heritage and embrace diversity and creativity	Sustainable communities both financially and in their practices and systems
CONDITIONS NECESSARY FOR SUCCESS	• Quality leadership • Rapid adaptation to change • Customer-driven approach • Collaborative working • Smart use of technology • Value for money	• Literate and knowledgeable people • Innovation • Investment in growth • Business and financial nous • Cost-effective broadband	• Opportunities for participation • Equity of access • Access to good health, learning and recreational services	• Democratic and open culture • Valuing the Treaty of Waitangi • Valuing of arts, culture, heritage and diversity	• Commitment to sustainable practices • Quality data and information for decision making based on sound systems of measurement

If these are the outcomes sought by central and local government, and the conditions necessary for success, then it is possible to map the roles that libraries play and why these are important, back to these outcomes. These roles are discussed in more detail below the table.

VISION	**Public Libraries: opening doors for enquiring minds, at the heart of communities**				
PURPOSE	Libraries provide connections to knowledge, ideas and works of the imagination, anytime, everywhere, enabling individuals to turn knowledge into value, participate as citizens and strengthen their communities				
ROLE	Collecting, curating and providing access to knowledge, ideas and works of the imagination	Fostering the joy of reading and supporting the development of literacy in all its forms	Enabling independent lifelong learning, research and innovation	Providing community-based services for all, in places that are at the heart of the community	Collecting, creating and making available local content and history
WHY IS THIS IMPORTANT?	Individuals can discover, share and use a wide range of content in all formats	Individuals have the fundamental skills to benefit from their education and participate fully in society and the digital world	Individuals have opportunities to learn new knowledge and skills throughout life to enable them to lead healthy and productive lives	Individuals engage with library services and with other people in their community; they participate in community life and decision making; local communities are strengthened; library places foster a sense of connection and belonging	Community memories are kept safe; diversity is respected; national and community identities are strengthened
OUTCOMES CONTRIBUTED TO	Economic, social, cultural, environmental	Economic, social and cultural	Economic and social	Social and cultural	Cultural
PRINCIPLES	Freedom of access to information; Equity; Freedom of expression; Participation; Objectivity; Trust; Sharing; Sustainability; Value for money; Customer driven				

ROLES OF THE PUBLIC LIBRARY

COLLECTING, CURATING AND PROVIDING ACCESS TO KNOWLEDGE, IDEAS AND WORKS OF THE IMAGINATION

Outcome: Individuals can discover, share and use a wide range of content in all formats.

Providing materials for reading, listening and viewing continues to be an essential activity for public libraries.

If New Zealand and its people are to benefit fully from the Knowledge Age, funding access to content through public libraries is an essential public investment. Free access for the public to content that is vital to decision making, economic growth, personal and social wellbeing, whether in physical or electronic format, is a part of a democratic society.

Libraries have traditionally collected, organised, stored and made books and other materials accessible to ensure that knowledge and stories, both past and present, are available over time. The way libraries do this is likely to change. As more, older content is reformatted into digital products, the need to store less-used physical items close to the customer becomes less important. The amount of space given over to physical collections will reduce over time, possibly leading to a single national store for last copy items that are not in digital format.

DIGITAL COLLECTIONS

Electronic collections have become an integral part of public library collections, with EPIC (Electronic Purchasing in Collaboration) resources forming the basis of most libraries' electronic collections. Libraries provide access to this content, which is not freely available on the Internet due to cost and licensing requirements. While there is still much content freely available on the web, many publishers are moving to put their content behind a subscription wall. The *New York Times* digital edition is a case in point where the number of free articles available per month has been reduced.[34]

Electronic resources have many benefits, with thousands of full-text journals needing far less space than their physical counterparts. The equivalent of the physical collection's shelf and issue system is the computer and fast free Internet access for the electronic collection.

In the past six years, the majority of New Zealand libraries have moved to provide free access to the Internet, either on their own account or by becoming members of the APNK. Libraries provide both desktop computer access and free wifi for those who bring their own laptops and mobile devices. The Internet provides a delivery channel as important as the physical library delivery channel for books and other physical media.

Free access to the Internet is an essential tool to ensure equitable access to digital content.

E-BOOKS

As noted earlier, the single biggest impact in the last six years on reading and the world of books is the e-book. A recent study by Pew Research Center's Internet & American Life Project showed that 21 percent of Americans had read an e-book. Readers of e-books read more than average, and since using e-books have increased how much they read.[35] Some public libraries in the USA, UK and Australia are loaning devices, as well as making e-books available to overcome what is perceived as an economic digital divide. While many customers will move to read on e-book readers and will acquire their books from other sources (as they already do for print books) as well as from the public library, there remains a whole group of people who do not have the means or the desire to read in this format. They will continue to read physical books.

CONTENT FOR PEOPLE WHO CANNOT READ STANDARD PRINT

Many people who cannot read standard print because of blindness, vision impairment or another disability use an e-book reader or adaptive technology to enable reading via computer (e.g. through magnification or speech output). Over the years, public libraries have steadily improved their collections of large print and audio books, and have recently begun using the web to deliver fully accessible audio and e-books. Open platform technologies and adherence to international accessibility standards have enabled libraries to provide more services to visually impaired people and to see opportunities for enhancing collaboration with the Royal New Zealand Foundation of the Blind and other organisations in the blindness and disability sectors.

SEARCH AND DISCOVERY

The creation of a digital library that helps people find quality and relevant information electronically is more than just providing access to the library's catalogue via the Internet. Actually accessing the content (which might be in several different repositories, databases or collections, or on the web) requires discovery services that are intuitive, familiar and easy to use. The discover tools must provide a seamless linkage between the search for information and the delivery of the desired resource. Customers know what good online service looks like and what it does. Libraries must constantly strive to meet the customer at this interface, which will continue to change. The challenge is to do this well and keep pace with customer expectations.

This last decade has seen more and more people turn first to the Internet to find the information they need. Their starting point is Google, Yahoo or other search engines to find what they want anywhere and anytime. For many, the quality or completeness of the information gained through an Internet search is of lesser consequence than convenience – if the information appears to be sufficient to meet their needs, then it will be used. This has inherent dangers in that the quality of decision making is compromised by poor quality or inaccurate information. Libraries therefore have a role in educating and helping users to find and assess the information or items they need, both physical and digital. This continues to be an essential task of the library professional, whether this is face to face or by electronic means. Librarians can continue to be a significant component in the user chain by helping people navigate their way around browsers and search engines, download (legally) and find links to the physical content not yet in a digital format. Some libraries in the USA are also providing a digital print-on-demand service for out-of-copyright books that are no longer in print format.

CONTENT CURATION

Content curation is defined as 'the act of finding, grouping, organising or sharing the best and most relevant content on a specific issue'.[36] In a world that is drowning in an excess of information, it is becoming increasingly important to link digital and physical content sources into a context that makes it meaningful to the user. Librarians have always done this – creating bibliographies and subject guides – but in today's world this is done with metadata and discovery tools, which allow users to search across a variety of content sources, both digital and physical. Through digital curation, librarians are continuing to help users find the information most useful to them, whether it is in physical and digital form, saving them time and energy.

POTENTIAL DEVELOPMENTS INCLUDE:

» Discovery solutions that make it easy for a customer to find content owned or licensed by the library in a single search that integrates the physical collections with digital collections and content available on the Internet

» Introduction of RFID (radio frequency identification)

READING TO DOGS

In 2012 Hastings District Libraries introduced a Reading to Dogs pilot. School children from local schools come to the Library to read to dogs, giving the children an opportunity to develop skills in both literacy and reading aloud with confidence. "Their four legged friends are a non-judgemental audience that also enjoys the TLC!"

technologies to simplify transactional processes and improve customer service

» Collaborative purchasing of specialist materials such as books in foreign languages and continued collaboration for the purchase of electronic databases and e-books

» Collaborative approaches to out-sourcing of collection supply to deliver shelf ready materials

» E-books and e-book devices.

FOSTERING THE JOY OF READING AND SUPPORTING THE DEVELOPMENT OF LITERACY IN ALL ITS FORMS

Outcome: Individuals have the fundamental skills to benefit from their education and participate fully in society and the digital world.

The ability to read is fundamental to an individual's ability to participate productively and positively in our world. Without this skill many opportunities are closed and the ability to earn is limited. Public libraries build reading confidence for a lifetime through their programmes, which promote reading as an enjoyable, fun activity, particularly with children. The practice of reading breeds readers and strengthens the drive for learning and enquiry. In this

age of 'digital natives', it is encouraging to note that a focus group of young people from South Auckland, when asked how their library could improve services, identified 'more and better books' as a priority. The need for reading materials in print is still strong.

A Best Evidence Synthesis, commissioned by the Ministry of Education, cites libraries as a key institution for helping to improve academic outcomes for low-income children. The report says

> When parents and children can access local community institutions (e.g. libraries, medical facilities) and social agencies (e.g. to receive income entitlements), children's achievement can be enhanced beyond the level which schools alone can accomplish'.[37]

Libraries recognise the importance of this reading encouragement with early literacy programmes for those aged two years and under, and school holiday programmes such as E.C.READ'N, which is delivered cooperatively by many public libraries throughout the Eastern & Central Community Trust Region. The E.C.READ'N programmes are also delivered in many other libraries as far north as Waikato and as far south as Southland. The emphasis in these programmes is to make reading fun! The benefits of summer reading programmes are significant as children's reading can go backwards very quickly over a two-month period away from school.

Public libraries also support those who do not acquire the skill of reading in the first years of school. Easy reading materials for adults, support for community initiatives of adult literacy groups and working with other agencies on workplace literacy schemes are all part of reading initiatives from public libraries. The library is also an essential resource for many residents for whom English is a second language, providing reading materials in a multiplicity of languages.

INFORMATION AND DIGITAL LITERACY

Libraries are extending their support for literacy to include information and media literacies. UNESCO has given priority to fostering information and media literate societies, and views media literacy as an important prerequisite for fostering equitable access to information and knowledge, and building inclusive knowledge societies.[38] Information and media literacy enables people to interpret and make informed judgments as users of information and media, as well as to become skillful creators and producers of information and media messages in their own right. UNESCO sees libraries as an essential element in developing these skills as they provide an environment with resources and services for free and open learning, and thus play a key role in life-long learning. Librarians are trained in these skills and, in turn, can help train others.

The ability to use the technology and the applications that run on devices such as a computer, a handheld device, an e-book reader or a smart phone is crucial for anyone wanting to participate in learning. There is a role for libraries in supporting people to be confident in their technology use, just as they did

when the latest device was a photocopier, or a microfilm reader printer.

POTENTIAL DEVELOPMENTS INCLUDE:

» Learning programmes, both face-to-face and online, to be developed for teaching digital literacies

» Video or web conferencing to link schools and the library to deliver reading and author programmes

» Programmes and tools that ensure that people with disabilities have the same access to reading, literacy and digital content as others

» Nationwide summer reading programme

» Innovative reading programmes that encourage children to read aloud.

ENABLING INDEPENDENT LIFELONG LEARNING, RESEARCH AND INNOVATION

Outcome: Individuals have opportunities to learn new knowledge and skills throughout life to enable them to lead healthy and productive lives.

Public libraries' origins are in the Mechanics Institutes and Workers' Education Associations of the mid 19th century. A democratic society in the Knowledge Age demands that its citizens learn continually, adapt to change readily and evaluate information critically. Public libraries are an essential component of the learning ecosystem.

Children taking part in 'Dare to Explore', the Auckland Libraries summer reading adventure aimed at keeping 5-13 year-olds reading and learning over the summer holidays.

Supporting self-improvement, independent learning and the attainment of new or higher skills for those not able to access formal learning has always been a significant role of public libraries. Many public libraries are taking advantage of the digital revolution by providing appropriate technology, facilities and resources to support learning. The return on this investment is the extension of an educated and literate population, which contributes enormously to New Zealand's skill base, economic strength and social cohesion.

Lifelong learning continues beyond secondary schooling or the attainment of a university degree. Trends both internationally and in New Zealand indicate that a person will have somewhere between three and seven different careers in a working life. Many people will have portfolio careers where they have a number of part-time occupations or contracts running at any one time. Retraining and up-skilling has become a common occurrence, and lifelong learning has become the rule rather than the exception. Libraries provide for the independent learning needs of people of all ages – from young children to seniors. They can instill a lifelong love of reading and learning, with the enhanced confidence and capability that accompanies this.

LEARNING

Learning centres have become a standard feature of many public libraries. Various models exist, but all provide computer access to electronic content, the Internet and office products such as word processing and spread-sheeting packages, and some staff support for users. If libraries are seriously to assist the independent learner, access to technology and the Internet is fundamental, and teaching support, whether online or person-assisted, a vital part. The point of difference for learning centres within libraries is that they bring together the electronic and physical content resources along with experienced information and teaching professionals.

Many libraries have extended their weekend opening hours to make their services more available. Some have redesigned their spaces to allow for more collaborative use, for example small meeting spaces and spaces where students can study together. Some libraries now have homework centres where children and young people can get the support they

need individually to source materials and get help. Often these are done in collaboration with schools or in partnership with the Ministry of Education as an extension of the school library in the community.

Learning opportunities are no longer just print based or face to face. More and more opportunities for learning are being delivered by video on sites such as YouTube and in webinars delivered across the globe. Video conferencing facilities, the use of Skype and other platforms which enable peer to peer interaction are all part of the learning environment.

Programmes that support continuing education opportunities for adults have become more important since much of the previous funding for adult education was withdrawn as a result of a change to government policy. Public libraries are finding the demand for such informal learning has increased in recent years.

RESEARCH

More in-depth enquiry into a subject requires access to resources and expertise that only the larger public library systems in New Zealand have been able to provide until recently. However, the digital world now enables online research opportunities both in-library and from home for anyone equipped with a library membership card and PIN. In association with the National Library of New Zealand and the Ministry of Education, libraries have purchased nationwide access to a set of international databases of journals and encyclopaedic resources on a wide range of topics, that would otherwise not be available to New Zealanders.

For the independent researcher, the public library may be the only source of comprehensive and in-depth quality resources. Professionals who are no longer part of a university or research environment but need the latest information on a topic, small business owners who want the latest standard or need access to legal material, and individuals wanting to know the latest research on a personal health topic all rely on the public library for access to materials not freely available on the Internet or through other channels.

INNOVATION

A new international trend is seeing the public library being used as a place for fostering innovation, particularly in the digital industries. Co-working is a modern work innovation where people in various creative professions share a common workspace, synergizing their talents and making best use of fixed-cost resources.[39] Computer programmers, writers, editors, animators, graphic designers and others engaged in digital businesses are provided with desk space in the library, discounted access to the digital production services of the library and access to meeting rooms and computer lab space. In return they contribute 10–20 percent of their time there to serving the public: answering the public's questions, teaching classes, working on public-oriented digital projects of various kinds or mentoring a youth or an adult. This kind of development has the dual benefits of using the libraries' resources and services to foster innovation and drive new small

business while at the same time benefitting the community from the sharing of expertise.

POTENTIAL DEVELOPMENTS INCLUDE:

» Collaboration with schools to deliver content and programmes to support learning and reading development

» Shared programmes, events, workshops and tutorials to support lifelong learning

» Digital technology labs to provide opportunities for entrepreneurs and innovators to develop new ideas and services

» Partnerships with local business associations to deliver targeted information designed to support innovation

» Help for customers to use existing digital content to create new content

» Highlighting of the creative commons licensing framework to enable greater sharing and reuse of digital content.

PROVIDING COMMUNITY-BASED SERVICES FOR ALL IN PLACES AT THE HEART OF THE COMMUNITY

Outcomes: Individuals engage with library resources and others within their community and participate in community life and decision making; local communities are strengthened; library places foster a sense of connection and belonging.

Public libraries are community-based organisations that deliver their services both from their own buildings as well as taking services out to the community in other spaces and places, including the virtual place through their online presence.

Libraries are a place of inspiration, debate and social interaction, a public civic space sometimes referred to as the 'third space'.[40] They provide a venue in which groups and individuals can participate in community activities and access a range of public services. Users can read and study individually or in groups. They can provide quiet space for thinking and studying, which is becoming increasingly important as our living spaces become smaller and noisier. Libraries are places for all, whatever a person's social, economic, religious, political or ethnic status. They offer programmes that showcase different groups and cultures within the community, helping to improve understanding and acceptance by others.

In the library building, people can connect with both physical and digital resources in a social context. They have the option to interact with other users and skilled library staff as they wish. Alternatively, the online library provides the convenience of availability in the user's own environment, and access to librarians via email or online chat. While it does not provide direct access to the physical materials, it provides for discovery of these, and libraries could and do provide home delivery services for items ordered online.

Libraries are apolitical and are supporters of the freedom of information and an individual's right to know about and be part of a community, thus helping to build social cohesion. They are places to develop and support critical thinking and important community conversations. Those involved in community development are increasingly recognising the role of public libraries as an enabler for community development and urban renewal through the provision of quality buildings and services. Libraries, for their part, need to ensure that they know and consult with their communities on their information and learning needs, and design services accordingly.

URBAN REGENERATION

Many local authorities, both here and overseas, have been using libraries as part of urban regeneration, often linking them with other facilities such as recreation centres, shopping centres, childcare centres, council service centres, schools, learning centres, museums and cultural centres. As already noted, some libraries in the USA and Europe are

SPACES FOR CREATIVITY

In 2010 Tasman District Library in Richmond opened a new content creation studio. The Imaginarium has an array of specialised electronic equipment including scanner, video and sound recording gear and makes it possible for members of the community to digitise existing content and to create new works in a digital format. Users can lay down music tracks, record an oral history, digitise photos, create a masterfully designed poster or anything else digital they can imagine.

The Imaginarium evolved through a need to make new and exciting opportunities for customers and the community, to encourage new library users and to provide a place where people could develop their creativity and content in different formats.

A diverse range of users take advantage of the Imaginarium's facilities. They include home schooled children, local school and college groups, families and senior citizens, genealogists, musicians, teachers and artists. The studio has also attracted many non-traditional library users and there has been an increase in the number of males and youth visiting the library.

introducing business centres or technology labs where young entrepreneurs are able to use the library's high-end technology in return for volunteering to help customers with technology-related needs.

Increasingly, the public library is not a stand-alone building but part of a larger complex, such as a shopping mall, school or recreational complex. Whatever the associated services, the design needs to focus on the users of the building as well as the functions it needs to accommodate and must reflect changing trends in both what people want and how it is delivered. The design should take account of how people socialise, incorporate new media, present stock in retail style, and provide spaces where music, performance, lectures and other learning activities can be enjoyed without detracting from the experiences of other customers. Computer and other technologies require space to enable individual or group working. Parenting rooms, group study space, outdoor reading areas and art have all been incorporated into recent library buildings. In addition, several local authorities are leading the way in introducing sustainable design into their libraries and other buildings.

Experience here and overseas shows that when new well-designed libraries are opened, or existing facilities refurbished or extended, use increases – often quite dramatically. While the cost of building or refurbishing is significant, the return on investment from the use of the library in meeting community outcomes is also significant.

SOCIAL INCLUSION

In any society there is a proportion of the population that, for one reason or another, is excluded from satisfactory participation in the local community and does not have access to facilities that many others take for granted. For many socially isolated people, the visit to the library, with its welcoming staff, a warm place to sit and read, the chance to use a computer or participation in a programme, is part of what makes daily life meaningful. Social exclusion often hits hardest at those who do not have adequate incomes, housing security, language or literacy capability, a good educational background or regular employment.

Encouragement of social inclusion is part of what a modern public library does. Current library initiatives include programmes for new migrants; books and resources in languages other than English to help people retain links with their own culture; job searches and career advice; and the provision of word processing, email and the Internet to widen horizons and support personal growth.

As New Zealand's population continues to become more ethnically diverse, libraries are often one of the first public places to have contact with immigrants, many of whom have not had access to good public libraries as part of their previous background.

Libraries can play a dual role, both in helping new migrants become part of a local community and ensuring that they still have access to materials in their first language. Ultimately, as these new New Zealanders become part of our multi-racial society, libraries can ensure that everyone's stories and experiences form part of New Zealand's social and cultural history.

SERVICES FOR MĀORI

As tangata whenua, Māori have a unique place in New Zealand society, which has been reflected in services and collections provided over the past three decades: special collections about Māori and in Te Reo; story reading for the young in Te Reo; work with kura kaupapa and kōhanga reo; bilingual signage, bilingual content on the web and much more. The work of Te Rōpū Whakahau (an association of Māori working in libraries) and its members working with Māori communities throughout the country has been significant in encouraging local Māori to view the

CARING FOR TAONGA

Unique Māori manuscripts from Auckland Libraries' internationally recognised Sir George Grey Special Collections are among the first documents officially inscribed on UNESCO's Memory of the World New Zealand register. To be selected for registration the documentary heritage must demonstrate historic, aesthetic or cultural significance to a community or the nation and be unique and irreplaceable.

The collection consists of 147 items donated by Sir George Grey. These form a rich record of pre-European examples of mātauranga Māori (Māori knowledge and information) in relation to song, incantation, custom, ritual, genealogy and traditions pertaining to various Māori collective communities.

Grey developed an interest in Māori and began encouraging various hapū representatives, such as Wīremu Maihi Te Rangikāheke, Hāmi Hōne Ropiha, Hōri Pātara, Himiona Te Wehi, Piri Kawau, Te Uramutu, Tīmoti Tahi and Tamihana Te Rauparaha, to write down their traditions. The shared vision was to record and document the Māori world view (Te Ao Māori) for future generations before it disappeared under colonial change.

Grey's collection was gifted to the Auckland Free Public Library (now Auckland Libraries) in 1887 and consists of 14,000 manuscripts, letters and books.

library as a trusted place for their taonga, to tell their stories and to preserve them for their mokopuna. They have created environments that Māori identify as familiar. It is important that all library staff have knowledge and understanding of tikanga and Te Reo Māori.

In developing the next generation of services for Maori, libraries need to work in partnership with local iwi and hapū. As well as encouraging Maori to come to the library and see it as their place, libraries will also need to look at ways of taking the library to iwi, through developing and supporting library staff, providing collections upon marae, delivering programmes and supporting learning on the marae. As well libraries need to support iwi to establish their own archival collections as they increasingly look to have custodianship of their own whakapapa, taonga, and kōrero. Strong relationships, which take time to develop and deepen, are vital to ensure appropriate access to such resources.

COMMUNITY AND CIVIC PARTICIPATION

One of the concerns of many local authorities is the low level of participation both in the electoral process and in providing input into local decision making through consultation processes. Libraries can ensure that social, civic and government information is available and that community members are directed towards them. Libraries' support for the democratic process and the free flow of information is fundamental to the value they add to society. Opportunities for debating issues, providing displays and exhibitions showcasing the variety of opinions and views, and the development and maintenance of community information databases are part of what libraries offer.

In rural and provincial towns in particular, a trend is emerging whereby the library becomes the stand-in venue for government agencies that have shifted their services online or to call centres and no longer offer a physical presence in the area. For example, the library becomes the New Zealand Post Shop or provides interview space for government agencies at specific times.[41] Some government agencies are directing those without personal access to the Internet to use the public library's facilities. Librarians often need to support these people, who may not be familiar with computers.

LIBRARIES IN THE COMMUNITY

Public libraries take their services to the community in a number of ways: mobile libraries, housebound services, and programmes delivered in schools, kohanga reo and early childhood centres are just some examples. Book kiosks at bus stations and other transport points, which some USA libraries have installed, are possibilities for future development. However, it is the digital possibilities that are enabling the delivery of services out in the communities. Mobile technology, particularly smart phones and tablet devices, such as the iPad, make it easy for libraries to deliver services using apps. These enable the catalogue and other information sources to be at a person's fingertips 24/7.

THE HUB OF THE COMMUNITY

In October 2011 the Carterton District Library re-opened for business in the new Carterton Events Centre building. This was the culmination of 10 years' work with the community looking at how different services could best be delivered in a local authority of 7,100 residents.

The advent of the centre was the community's desire to see a single place from which a wide range of services (including the library) could be offered. The concept promoted the new building as the 'hub of the community'.

A toy library, Plunket, Red Cross and a foodbank are permanent tenants. Carterton Scouts donated their building to integrate into the larger structure as a youth centre. They retain use for their activities.

The Carterton Toy Library has become totally integrated with the District Library operation: the toys are issued and returned via the library management system, making them accessible whenever the public library is open to the public. A memorandum of understanding between the District Library and the Toy Library defines the relationship.

Plunket and the library operate a Books to Babies scheme. Since being in the same building the two organisations are working together much more closely. An after school chess club meets once a week in the library, the only day when it cannot use the youth centre. This activity and an after school table tennis group have seen an increase in use of the library's young adult collection, which has expanded by 30%.

The interconnection of spaces throughout the centre allows for the separation and opening up of spaces to cater for different needs. The library can open into the youth centre for holiday programmes, storytellers or class visits. "Possibilities for the use of the Events Centre are limited only by our imagination!"

SOCIAL MEDIA

The Internet provides opportunities for people to connect and engage in debate with others and to publish their ideas regardless of distance. As part of the role of building community and developing citizenship, libraries can provide facilities, tools and opportunities to encourage community debate and participation in the virtual world. The Internet breaks down geographical barriers and isolation – communities of interest are as important to some as are local, geographic communities to others.

Libraries need to be where their customers are – for example, if their customers are on Facebook, then library services need to be available through Facebook. A US report[42] showed libraries that are early adopters of the emerging social media technologies also showed greater increases in the more traditional measures of visits and circulation of materials than libraries which did not.

POTENTIAL DEVELOPMENTS INCLUDE:

» Multi-use facilities housing related cultural or community services as well as the library
» Extending or repurposing existing library space to take account of changing customer expectations
» Smart phone and tablet apps that enable library services to be delivered wherever the user is
» Partnering to deliver programmes that strengthen communities and build connections
» Access for the community to high-end digital technologies
» Kiosks at neighbourhoods or transport hubs

» Partnerships at the local level between libraries, iwi and hapū that encourage Māori to use the local public library and to see it as their place
» Work with Māori practitioners to develop new service models that will improve access for Māori to information and content
» Involve users and communities in the development and operation of libraries to broaden the knowledge and skill base available to libraries and support for libraries in the community.

COLLECTING, CREATING AND MAKING AVAILABLE LOCAL CONTENT AND HISTORY

Outcomes: Community memories kept safe; diversity is respected; national and community identities are strengthened.

An area of unique value for public libraries is to ensure that local content is created, collected, kept safe for the longer term and made accessible to the world. Libraries do this in many ways.

COLLECTING LOCAL HISTORY

Public libraries will continue to play a role in collecting and preserving the documentary heritage of their localities, often doing this in collaboration with the local historical society, museum or genealogical society. Local treasures have in the past been largely paper based (letters, photos and ephemera), easily damaged, requiring proper conservation and preservation techniques. Increasingly, our history

Newspapers are an important source of social history. Formerly paper based they too have moved to a digital format requiring different techniques and practices for preservation for future use.

is being created in digital formats, including video, audio and image, and collecting and making these accessible over time can prove a challenge.

Collecting such material for posterity requires digital archiving techniques and software platforms beyond the resources of many public libraries. The National Digital Heritage Archive (NDHA) of the National Library of New Zealand will be the repository for a significant amount of New Zealand digital material. Although it may not collect some of the local material directly, most will be picked up when NDHA takes a 'snapshot' of New Zealand material on the web via the biennial Web Harvest, which involves selecting, copying and archiving New Zealand websites in order to preserve our online heritage.

CREATING AND REUSING CONTENT

Digitisation of existing physical content is both a mechanism for keeping such content safe and for making it more widely available beyond the geographical boundaries of a particular local authority. Many public libraries are digitising important unique content, but the task will require more resources and processes than are currently being applied, to provide access in a reasonable timeframe.

Increasingly, content in a digital form can be repurposed and reused to create new content, such as clips from a video integrated into an advertisement, old images juxtaposed against newly created images to tell a story, or using data from the digital searches of customers to create a visual artwork of a library's digitised content.[43]

COLLECTING COMMUNITY CONTENT

In line with the move toward co-creation and participation online, libraries are also supporting users to create content relevant to them and their community. Increasingly, public libraries are providing users with a Kete or repository in which to upload and store images, text, audio and video material. The APNK has provided this service for a large number of public libraries that are members. Others have provided their own repository. Uploads from the APNK are automatically linked to DigitalNZ by topic and are searchable through Google and other search engines.

Personal research, whether it results in the creation of new content or not, will continue to be an important social and cultural activity. Libraries can assist people to create and make available documented accounts of the history of the community or region in which they are located. Knowledge of community history and local stories can make a significant contribution to the development of strong and cohesive communities. The library is a major source of local information and is the local knowledge repository.

When materials are donated or created by customers or communities and held physically or digitally by the library, libraries are performing another key task of documenting the copyright conditions, including seeking permission in advance to be able to reuse or repurpose content if the donor or creator agrees.

POTENTIAL DEVELOPMENTS INCLUDE:

» A digital repository or Kete for the access and archiving of local user-created content

» Enabling user-contributed tags for digitised material to add richness to the metadata, e.g. users correcting digitised newspapers or photos

» Use of QR codes[44] to add library-held rich content on a mobile phone, e.g. additional information on a local walking tour

» Preservation and disaster preparedness for local history collections

» Digitisation of unique local materials to ensure wide availability and digital preservation

» Partnerships with other local groups who can assist with content creation.

COLLECTING COMMUNITY MEMORIES

The day after the Rena container ship struck the reef outside Tauranga harbour, Tauranga City Libraries staff created a special digital repository (kete) on their Tauranga Memories website. This offered the community a safe place not only to store the facts of the Rena disaster but also to capture people's feelings and experiences through poetry, photos, stories and art which could be made available to the world. The site links social media content such as Twitter feeds with formal content from the media and other sources such as Maritime NZ. The result is a goldmine of primary and secondary information for researchers and students.

This experience showed what libraries can do when they are alert to what is happening in their community and start recording it at the right time. With only a shoe-string budget and no dedicated digital services staff, Tauranga Libraries managed to mobilise the community to create unique local content which is already being widely used by schools. The library was challenged to expand the scope of its collection policy to include social media-generated and born-digital content such as tweets, Facebook and blog posts.

The image below was uploaded to the kete by a volunteer who was part of the oiled wildlife rescue operations during the Rena disaster.

THE CHANGING NATURE OF LIBRARIES

The fundamental principles and core role of public libraries in society have remained relatively constant over time. What is changing however, is how libraries deliver their services in order to meet the needs of their communities and where they focus their resources. The digital revolution is changing the way we live our lives and do business, and the same is true for libraries. Over the next ten to twenty years, there will be some significant shifts in how services are delivered. Some of these shifts are happening now, others may take longer. Cities and those with ultra-fast broadband may see change happening sooner than those in provincial areas. Some areas of change are outlined in the diagram opposite. They should be viewed as either ends of a spectrum, with individual libraries positioned along the spectrum depending on their particular communities and situations.

TIME OF TRANSITION

It is not certain that all these shifts will happen, or that they will happen at the same time. Libraries will be in a transition period for some years, needing to support traditional book-based services while at the same time moving their library services online and mobile. Libraries must also retain old technology to access materials in formats such as microfilm and video until these can be converted into a digital format. Library spaces will still house and provide physical and unique materials, but the main reasons for library visits are changing to seeking experience, creativity, face-to-face social connectedness, guidance and expertise. This time of transition and change provides significant challenges and opportunities for libraries to contribute to the economic and social health of their communities by delivering on their purpose in new and innovative ways.

INFORMATION AGE	KNOWLEDGE SOCIETY
Bringing the world's information to the community	Pushing the community's information to the world
Expert in finding the right piece of information	Expert in curating and putting content in context
Platform for searching and finding	Platform for creating and innovating
Physical media and text dominate	Digital media and multimedia dominate
Circulating and distributing physical collections	Facilitating access to digital content
Collecting and preserving local content	Creating and sharing local content for reuse
Purchasing and owning collections	Purchasing access to digital content
Describing and organising information held in the library	Working with users to enrich and link information beyond the library's walls
Place of consumption of knowledge	Place for creating new knowledge
Stand-alone library	Multi-purpose facility – library located with other functions
A place primarily for housing collections	A place for people engagement
Libraries working mostly within their local authority boundaries, or collaborating regionally	Public Libraries in NZ work as one to maximise benefits for customers and rate payers
Services developed with customer focus	Services developed with customer involvement
Librarians as keepers of knowledge and information	Librarians as enablers and teachers of skills
Physical spaces	Physical, virtual, ubiquitous and mobile spaces

CHALLENGES

This transition comes at a time when libraries and their councils face significant challenges. They include the following:

- Changing customer expectations of service – content and other services will be online, delivered where the customer wants it 24/7, and services will be as easy and as feature-rich to use as other online services

- The paradox of the digital age – more and more information is available and easily accessible through the Internet, while at the same time more and more of the digital information available will be inaccessible due to copyright restrictions, fees for use or lack of archiving, unless libraries take steps to mitigate these barriers

- The perception that libraries are no longer needed because everyone will get their information and reading material via the Internet and e-books

- Insufficient awareness of the extent to which public libraries contribute to positive learning outcomes

- The lack of e-book content available to New Zealanders – material licensed in the US is often not available here while the business models and platforms for New Zealand e-book content are still to be worked out

- The increasing demand for collections to be broadened in scope to meet the needs of all groups, e.g. those with visual and other disabilities, and those needing literacy development

- The growing ethnic mix in New Zealand resulting in demand for materials in languages other than English and Māori and for staff with other language skills, particularly Te Reo

- Lack of resource to digitize unique public library resources at the pace necessary to meet customer expectations

- The rapid rise (and fall) of new technologies and apps, which makes it difficult for libraries to keep abreast of new developments. Necessary levels of

IT expertise and support are not readily available to libraries in many councils

- The need for investment in technology and infrastructure at a time when funding is under pressure and councils are looking for savings
- The relative high cost of mobile phone services creating barriers to new ways of delivering services
- The focus on shared services, yet the current business and funding models make this difficult
- The pressure for libraries to adopt a business model that involves, to a greater or lesser extent, charging the user directly for services
- The aging of the library profession and the need for additional and different sets of skills to provide service in a rapidly changing demographic and digital environment.

STRATEGIES FOR SUCCESS/ CHANGE

Given the shifts that are happening now and over the next ten years, and the challenges for libraries and local authorities in providing a robust quality service, the following strategies will be critical to success:

- Forming strategic alliances and partnering across regional and national boundaries
- Delivering better value public services
- Using new technologies to deliver content and services anytime, any place
- Developing leadership and other skills.

FORMING STRATEGIC ALLIANCES

Outcome: Strategic and operational partnerships enable public libraries to make a stronger contribution to the development of social capital in their communities.

The call to collaborate, to partner, to work across sector and across government, to form strategic and business alliances is a feature of life in the 21st century. Drivers for this approach include market convergence, competition, globalisation, alignment around common objectives, economies of scale, price advantage, avoidance of duplication of effort and end-to-end supply chain.

In the digital world, collaborating makes good economic and functional sense. Things can be done once and made available irrespective of geographical boundaries. But opportunities abound in the physical world as well for greater cooperation or regional collaborations. Local government amalgamation in 1989 went some way to creating economies of scale. However, there are further opportunities for libraries, and their local authorities, to work together. Having collaborative approaches and systems ahead of any formal merger of local authorities can be of considerable advantage. This was the experience of the library services that had worked together as Libraries for a Greater Auckland Region (eLGAR) to deliver a shared library management system, prior to the formation of the Auckland 'super city'. The shared system and the relationship built up during the collaboration meant a rapid start to bringing the individual services into one.

LOCAL COMMUNITIES

There are many examples of collaboration between libraries and their local organisations such as adult and community education groups, local schools, community trusts, refugee and migrant support groups, local business and local museums and historical services. Partnerships may be put together to take advantage of an opportunity to emphasise a particular area of service, such as business development, health promotion or education and training. Other cultural organisations such as museums and art galleries provide natural partners for public libraries.

Partnership may provide the opportunity for a local roll-out of regional or national initiatives. These may involve the sharing of resources or facilities that might allow both partners to provide services that individually they might not be able to afford.

Partnerships with businesses and charitable foundations offer potential for development and funding. Partnerships work best when both parties share a common vision and are pursuing a common direction and where each partner profits from the relationship. Libraries can either lead collaborative developments or support the initiatives of others.

CENTRAL GOVERNMENT

Central government's main agency for working with public libraries is the National Library of New Zealand. The APNK and Kōtui are excellent examples of the collaborative approach to service development. The National Library is in a position to act as facilitator and leader of cross-library initiatives, for the benefit of all New Zealanders. The advantage of the 2010 decision to integrate the National Library within the Department of Internal Affairs is that the primary relationships, at an executive level, of central government with local government and of the National Library with public libraries, which are a core service of local government, are now held within a single government department.

The National Library has well-established relationships with the Ministry of Education through providing collections and digital content to schools to support the curriculum. The opportunity exists for greater collaboration between schools and public libraries, particularly through the Network of Learning, in association with the National Library.

PARTNERSHIP WITH MĀORI

The unique place that Māori, as tangata whenua, have in New Zealand society creates a significant opportunity for partnership between Māori and the public library sector. New Zealand libraries were early adopters of a collaborative approach at the beginning of the 1990s as they sought to work in partnership with Māori by using a bicultural approach to service. However, new ways of working are needed, particularly as Māori move more to managing their own taonga and information. The report of the Waitangi Tribunal on the Wai 262 claim will require libraries that hold taonga on behalf of Māori to develop strong relationships and be flexible in their approach to ensuring shared management of and continued access to these taonga.

A strong partnership that has delivered real value is the collaborative initiative between LIANZA, Te Rōpū Whakahau and the National Library of New Zealand on the Māori Subject Headings Ngā Ūpoko Tukutuku project. Its purpose is to provide a structured path to subject headings that Māori customers can relate to and use to find material in libraries, and it is an excellent way for public libraries to ensure access to material important to Māori.

INTER-LIBRARY COLLABORATION

Collaborative developments between public libraries or groups of libraries, including between public libraries and school/tertiary libraries, will be increasingly important in the pursuit of better outcomes and to keep libraries abreast of technological developments.

Collaboration in the library sector is not new – libraries have participated in resource sharing for well over 50 years through inter-library loan of materials, the National Union Catalogue and collective buying schemes such as EPIC, which involves the Ministry of Education on behalf of school libraries. A number of regional consortia for operating a shared library management system have been established, one of which includes a polytechnic library as well as neighbouring public libraries.

CHALLENGES FOR COLLABORATION

A number of constraints make it difficult for libraries to collaborate with each other and with other organisations. Concerns emerge about how to retain local identity and decision making while working together on national initiatives. Perceived and real loss of autonomy is often an issue for library managers, corporate managers and councils. Collaboration among local authorities of similar size is more straightforward than that between local authorities of very different size and focus, for example, a large urban council with neighbouring rural councils. However, there are examples of both, where strong relationships and agreed outcomes have been developed.

A critical evaluation needs to be made of the governance structures and models that impact (mainly negatively) on the ability of libraries and other agencies to work together. New business models that allow libraries to work together in a consortium or a not-for-profit company structure need further exploration. The subscription model used in the establishment of Kōtui was a way of addressing the relationship between the National Library of New Zealand and the member public libraries, but there may be further models needed for other collaborations.

WELLNESS PARTNERSHIPS

People in Taranaki now have access to an exciting new wellness initiative called Turn the Page, linking people who have mild to moderate mental health issues to a set of self-help books recommended by psychologists and counsellors. GPs 'prescribe' books which patients can then borrow from New Plymouth's Puke Ariki and the district libraries. Turn the Page was launched in October 2011, coinciding with Taranaki Mental Health Awareness Week.

Borrowing one of the books is no different from any other library book. The booklist currently covers eight different areas of mental health including depression, anxiety, stress, and grief.

Like Minds Taranaki is also supporting the initiative. "Turn the Page lets patients and their families learn more about their mental health situation when it suits them and at their own pace, and they can use this information to better manage their recovery and ongoing wellness."

The Community Relationship Manager for Midlands Health Network, says patients are responding well to Turn the Page.

"One patient took her teenage son to see a GP because he was feeling down. At his appointment he was given a Turn the Page prescription. His mother said they both learnt a lot through reading the information together. Another patient told us reading books saved him. He has suffered Bi-polar disorder for many years and was at rock bottom. His brother reached out to him and recommended reading to fill in his day. He told us the books have left no room for negative thoughts."

Turn the Page has proven to be such a successful, cost-effective community programme that it will in the future be extended to all the libraries in Taranaki and possibly across other districts.

DELIVERING BETTER VALUE PUBLIC SERVICES

Outcome: Sustainable funding enables public libraries to provide facilities, technology, resources and services that deliver value for money services for their communities.

The continual pressure from funders to extract best value from the services provided from local and central government taxes will continue to drive libraries to review their efficiency and effectiveness and look for ways to deliver more with the resources they have.

Public libraries are currently 80–97 percent funded from the public purse through rates (local body property taxes). It is anticipated that the present funding model will continue to be the main source of investment into the future and that public libraries will continue to be confronted with funding constraints as the pressures on local governments to prioritise expenditure intensify.

Local authorities serving populations of 25,000 or under spend on average 50 percent less per head of population on library services than those serving 100,000 or more. This disparity in funding has meant a significant inequity in the services available to those living in rural and provincial New Zealand. The establishment of the APNK, originally fully funded by central government through the National Library of New Zealand, went some way to addressing inequities of service and provided rural and provincial customers of libraries with quality access to the content and tools available via the Internet. Member public libraries now pay a subscription which contributes around 25 percent of the costs of the service.

Some local authorities have experimented with increasing the level of direct charges to users for services, for example, introducing a charge for all library loans to adults. Some councils charge for access to the Internet. User charges act as a disincentive to use and put a barrier in the way of those with limited income. In most cases councils have moved away from this decision when the impact on use has become evident. It is therefore important that alternative strategies are explored to deliver better value to the community.

EVIDENCE-BASED PRACTICE SUPPORTING INVESTMENT

Libraries have traditionally based the measurement of their services on quantitative outputs relating to the number of loans, visits, questions and other measures of use on a per capita basis. They have struggled to get agreed and easily comparable data on the electronic use of libraries both in-house and via the Internet. This lack of good data is a limiting factor in demonstrating the changing use patterns of libraries.

In addition, despite several attempts in the past to establish cost benefit analysis of the value public libraries deliver, there is still no recognised New Zealand study that demonstrates this return on investment for the dollars spent. The most recent study in Australia, *Dollars, Sense and Public Llibraries*,[45] found that Victorian public libraries returned A$3.56 for every A$1.00 spent. This independent study corroborates several other studies in the USA.

To ensure that decision makers in New Zealand are confident of the return on investment, more work is required on establishing agreed outcome measures that outline the impact, costs and benefits to New Zealand of maintaining a nationwide system of public libraries. Such a study needs to have independence to ensure the results are valid and can be received with confidence.

EFFICIENT AND EFFECTIVE USE OF TECHNOLOGY

New technologies can enable more effective service delivery. Many libraries have moved to enable self-help by the customer for the checkout and return of stock by using barcode technology. This has only been partially successful as the technology did not make it easy for payments to be made at the point of checkout, requiring an intervention by a staff member. However, newer RFID (radio frequency identification) technology and associated payment systems make it possible for customers to check out and return their own items, collect materials held for them, and pay any charges without intervention by a staff member. This enables staff to be reallocated to other services; thus enabling costs to be held at the present level.

Cloud-based computing solutions, outsourced computer and network systems, outsourced collection supply, managed networks and services delivered making best use of mobile technologies are all potential ways of providing better value for money. Doing them collaboratively to take advantage of economies of scale may provide even better value.

USER AND COMMUNITY INVOLVEMENT

Libraries have provided opportunities for communities to be involved in the development and delivery of services in a number of ways in the past. These include Friends of the Library groups, volunteer shelvers, book sale administration, indexing of genealogical records, assistance with running programmes and delivery of housebound reading materials. Increasingly, libraries both here and overseas are looking to users to help shape the development of services and to contribute to the creation of local content through such things as

oral history projects, digital repositories or Kete. Some customers are happy to share their skills with others, assisting at computer classes or digital literacy classes.

The use of volunteer time is complementary to that of the paid professional staff member. However, it is not able to replace the skilled paid employees who have the responsibility and oversight for ensuring services are developed and provided in accordance with local policies and plans. There is a cost to running an effective volunteer programme in terms of planning and management, which must be factored in to ensure reliability of the services provided through volunteer effort. A volunteer programme needs to be properly managed with clear expectations on both sides.

OUR **STORIES**

COMMUNITY DESIGNED SPACES

In 2009 a new library was approved for Aranui. This was the first time Christchurch City Council had built a library based on community need rather than population growth. Aranui buildings can be targets for vandalism, so it was important to seek community input and ownership for a library facility that the whole community would treasure.

The libraries team worked with community engagement colleagues to plan an opportunity for interactive consultation on the building design. At the 2009 Aranui AFFIRM festival the community was invited to say what it wanted the library to look like. A large photo wall presented a variety of options such as lighting and exterior design. Over 250 people voted for their favourites, using different coloured dots so that the team could identify themes based on age. Children drew their Aranui Library to show through pictures what they wanted. The architects used all this material to begin designing the building.

Although delayed by earthquakes, the team presented a "You Said, We Heard, We've Done" board at the 2010 AFFIRM, with pictures of what the library will look like. The community was also asked what programming it wants in its library. The community response was very positive. The ground breaking ceremony took place in December 2011 and the library will open in late 2012.

INVESTMENT NEEDS

Public libraries are a public asset, and they need investment. Buildings need maintenance, refurbishment and extension or remodeling; new libraries are needed in rapidly growing areas or in areas of social deprivation; technology infrastructure and tools need updating; and both electronic and physical collections need to be purchased and updated. In addition to finding more cost-effective ways of delivering services, financial investment is needed to keep libraries functional and current.

Unlike libraries in many other Western countries including Australia, New Zealand public libraries receive no direct funding from central government. Possible options open to local authorities to make their funds go further or to source additional funds include:

* Regional ventures to accrue benefits from economies of scale
* Contestable capital fund for building development and improvements (similar to that provided by central government for the museum sector)
* National funding to support care of documentary heritage collections of national significance
* Nationally coordinated developments, particularly in the creation of digital content and services which can be done once for the benefit of all
* Sponsorship from community trusts and business for specific projects
* Development contributions, which take account of growth in an area, used for capital development such as the building of new libraries and to set up collections
* Strategic alliances with other libraries and organisations to deliver better value from the same spend.

USING NEW TECHNOLOGIES TO DELIVER CONTENT AND SERVICES ANYTIME, ANY PLACE

Outcomes: Library content and services are available when and where customers want them, and new customers are introduced to library content and services.

All library roles have a strong digital component because the use of technology critically underpins every facet of library activity, including:

* Computing and telecommunications infrastructure
* Core inventory and customer databases that support all collection management and access
* The information content that a library makes available
* Stock management, self service, and security solutions
* Multiple online access systems that enable a customer to interact with the library and its resources.

The use of technology can aid in delivering better public value services, particularly where solutions are developed

as part of a wider strategic partnership, hence there is a strong connection between all these strategies.

However, rapid changes occurring in the digital world are offering the potential to connect with customers and deliver services in new and different ways.

> *The digital world offers libraries the opportunity to think globally, act nationally and deliver locally.*

Customer behaviours and expectations in relation to the digital world are changing at a rapid pace. This strategy focuses on the importance of libraries being able to move quickly and in innovative ways to reach out to customers wherever they are, and to position libraries as having ongoing relevance as a trusted and convenient knowledge resource for all.

Urgent focus is needed if libraries are to truly deliver 'a library in every home' or 'a library in your pocket' and make their content and services available 24/7 from anywhere. The biggest challenge is that this work requires high levels of specialist skill, resource reallocation, and collaborative development on a national rather than a local scale.

MOBILE DEVICES

With the prediction that there will be 665 million tablets in use worldwide by 2016,[46] it is clear that delivering services to customers via their mobile devices is vital if libraries are to retain and grow their customer base. Currently libraries make only limited use of web products and messaging for mobile devices, and these apps tend to be undeveloped and limited in their value, for example, the searching of library catalogues. Even the customer interface to download e-books or other digital media can be complicated. As a result there is an increasing demand on library staff to offer assistance in this process. Much of this is reliant on the vendors of these products; however, there is a real opportunity for libraries to take the initiative and work collaboratively to develop smart and user-friendly apps for mobile devices.

DISCOVERING AND LINKING CONTENT

Geographic information systems (GIS) can align library digital content with places. Quick response codes (QR codes) can enable downloading of e-books while sitting on a bus. RFID tags can trigger a story to be told, for example, in a children's library when a child is wearing a special audio receiver. The possibilities of using new technologies to present library content and knowledge in exciting new ways and combinations are endless.

Much library content sits locked in traditional metadata within library catalogues and databases that are not searchable other than by going directly to that catalogue or database. This means that the content is not being located or used to its full potential through search engines such as Google.

Libraries need to pay more attention to making their unique content easily discoverable to offer this benefit to customers everywhere. The internationally consistent structure of library metadata means that libraries are in a stronger position than other agencies to move to open data and linked data solutions.

LIBRARIES EVERYWHERE

For those who want physical items but cannot get to the library or who might not think of using the library for borrowing materials, some libraries are using kiosks which dispense books and other items, such as DVDs, on insertion of a library membership card. Such kiosks could be in neighbourhoods that do not have a physical library or at transport hubs so that commuters have ready access to reading material. RFID technologies mean library items can be borrowed, returned or downloaded from these kiosks. Some libraries are using these kiosks in libraries to dispense DVDs, thus eliminating security concerns and the need for library staff involvement in the transaction. Cost and vendor interest is a factor in the low uptake of this solution so far in New Zealand.

PERSONAL CONNECTION

Customers want choice in how they engage and interact with different information sources and agencies. For libraries this means developing website homepages that can be personalised or offering

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OUR **STORIES**

COMMUNITY ENGAGEMENT AND LIFELONG LEARNING

To celebrate Cultural Diversity month, Waverley LibraryPlus (in a small town of just 1800 people) invited a local teacher to talk about her Indian heritage. "Mrs Singh brought along a range of gorgeous saris for the women attending the function to model. We enjoyed Indian music streamed live via the APNK computers, a selection of tasty Indian food and learning about Indian culture and community traditions."

Elsewhere libraries actively participate in community events such as Matariki, Diwali and Samoan language week to reflect and celebrate the diversity of the communities they serve and build cultural awareness.

Dunedin Public Libraries and Otago Polytechnic have partnered to deliver a Community Learning Centre within Mosgiel Library, to increase levels of digital literacy in the community. A wide range of computing courses is offered. The result is increased student numbers, greater use of library resources, and very positive student feedback.

Community inclusiveness won the Upper Hutt Library a Certificate of Commendation in the 2011 Dynamic Community Learning Awards. Increased engagement with the community has resulted in significant increases in use of libraries. Programmes include opportunities for people working from home to network, creative writing, crafts and socialising, and Hot Seats (a desk where people volunteer to share their expertise with others).

enhanced My Library functionality and smart online readers' advisory services to suggest items that a customer might enjoy. It also means being active in the social media space to engage customers in conversations about library resources and services, and seeking customer input for library databases to add value to the content there, for example, by tagging photographs and adding commentary. It is also about freeing up content through creative commons licences so that individual customers can repurpose this content to make it their own.

DEVELOPING LEADERSHIP AND OTHER SKILLS

Outcome: Libraries are led and staffed by well-qualified, highly trained, motivated, customer-oriented and properly rewarded staff.

The quality of leadership and management in libraries, as in other organisations, is variable. While there is seldom any question of the dedication and commitment of library managers and team leaders, the skills and knowledge needed to run a modern library business are sometimes underdeveloped. The workforce continues to age, but new skills are needed to deliver services in new ways, and leadership and courage to take the hard decisions is required. Managers need time to plan and think about the operation they run and to be given opportunities to broaden their leadership competencies.

The people who work in public libraries are key to the quality of services delivered. Library staff members need skills and experience in a wide range of disciplines. While librarians make critical inputs to a number of the library's core activities, the concept of library staff has to be widened beyond 'the librarian' to include people from other disciplines who can make important contributions to many areas of library operations and rethink the processes and services from a design perspective. Today's modern libraries also require the services of teaching, marketing, IT, HR and business support professionals to meet customer needs in the digital age.

CUSTOMER SERVICE

All library staff members, but particularly those who work at the customer interface, need a strong commitment to customer service. This is a commitment that has to be backed with sound customer and product knowledge and an understanding of the cultural needs of customers. A desire to make information accessible to the information seeker and encourage turning it into knowledge is needed, as is the ability to teach and educate. Knowledge of the resources required to support a high level of customer service is essential.

The expertise of the librarian is increasingly required not just to help customers one-on-one to find the right piece of information but also to make this possible in a one-to-many way. Librarians can provide metadata (indexing information) for digital content that allows greater specificity when searching. This task of content description and content curation is the modern day version of cataloguing and creating bibliographies – they are all tools to enable a user to find information in context quickly and easily. The librarian's role is to create connections – of content with related content, the user with content, and the user with other users interested in the same line of enquiry. The future librarian needs to be an expert at using these tools to connect and engage with people; he or she needs to be an expert in community engagement as well as content knowledge.

LEARNING ORGANISATION

Strategies are needed to improve the skills of the library workforce. Professional development is necessary to ensure that staff members are technically proficient so they can help people to use digital tools and equipment. Professional registration of librarians, introduced by LIANZA in 2007, has resulted in a greater focus by librarians on keeping up to date across a range of knowledge and skills areas. However, this needs support from employers, both in recognition for the benefit that registration provides as a quality assurance mechanism, and in providing time and resources to take up learning opportunities.

RECRUITMENT AND REMUNERATION

The average age of the library workforce is higher than that of the general population, and many of the current leaders in public libraries will retire in the next ten years. There is an urgent need in the sector to identify and encourage the leaders of the future. New Zealand is fortunate to have two participants in the International Network of Emerging Library Innovators programme (INELI), funded by the Bill and Melinda Gates Foundation, and more such opportunities would be a strong catalyst for growth and innovation.

Some council and library administrators are beginning to focus on strategies for attracting young men and women into public library work, but this requires effort at a national level. One of the barriers is the level of remuneration in comparison with occupations requiring similar levels of education, and this is having an impact on recruitment and retention. The preponderance of women in the public library workforce is also an issue, as is the largely Eurocentric nature of the staff in an increasingly diverse New Zealand population. More men, more staff of other ethnicities, more Māori, and more young staff are all needed if the staff in libraries is to truly reflect the demographic of our communities. In Auckland Council, the definition of professional library roles as 'Technical' in the job evaluation system, based on library professional qualifications and LIANZA professional registration as minimum requirements for such roles, is now being applied to improve recruitment and retention of staff.

If public libraries are to make the contribution to New Zealand's social and economic wellbeing that this strategic framework calls for, concerns about staff remuneration, learning and development, and succession all need to be taken seriously, and strategies must put in place to ensure that public libraries are staffed by well-qualified, highly trained, motivated, customer-oriented and properly rewarded staff members.

STRATEGIC NATIONAL PRIORITIES

The changing context and the challenges facing libraries may be significant in their impact, but they also provide opportunities for libraries to deliver in new and different ways. Throughout this document there are ideas for doing new things and for doing things differently. Each library needs to consider what is important for its community so that service developments fit with the outcomes wanted by their local authority.

On a national scale there are opportunities for public libraries to work together and with partners to deliver on areas considered to be of importance nationwide. The digital world makes it much easier for libraries to collaborate to deliver a seamless service online to all New Zealanders, regardless of geographical boundaries.

These priorities are:

» Work with New Zealand authors, publishers and booksellers to develop a whole-of-country approach to deliver an e-book solution that meets the needs of all parties

» Develop an evidence-based model of measurement that can be used to demonstrate public libraries' value and contribution to outcomes and for benchmarking purposes

» Identify or develop business models that make it easy for collaboration on a regional, national and cross-sector basis in association with LGNZ

» Explore a nationwide partnership with schools to deliver content and reading support in schools and across the Network for Learning, in association with the Ministry of Education and the National Library of New Zealand

» Collaborate with the National Library of New Zealand to deliver a National Year of Reading programme to celebrate the joy of reading and improve literacy levels in New Zealand

» Develop a national approach to workforce planning, skills development and recruitment and, in association with LIANZA, foster leadership for the new generation of libraries

» Investigate the opportunities for the development of whole-of-country digital solutions to ensure public library content and services are delivered in the mobile environment ('a library in every pocket')

» Dramatically increase the range of New Zealand unique and legacy content available in digital format, in association with the National Library of New Zealand, universities and other appropriate national and international partners.

The Association of Public Library Managers looks forward to these priorities being delivered over the next five years.

GLOSSARY

APLM: The Association of Public Library Managers. An association set up in 2007 to represent the interests of New Zealand's public libraries. All members are public library managers. APLM acts as an advocate for the information and library needs of the many New Zealanders who use public libraries. It works in partnership with other organisations with an interest in public libraries.

APNK: Aotearoa People's Network Kaharoa. A network managed by the National Library of New Zealand. It provides a managed broadband internet service so that member libraries can provide free public access. Approximately two thirds of New Zealand public libraries are members.

Creative Commons Licence: 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.

DigitalNZ: 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.

Discovery layer: 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.

eLGAR: Libraries for a Greater Auckland Region. A consortium made up of Auckland City Libraries, Manukau Libraries, North Shore Libraries, Rodney Libraries and Waitakere Libraries prior to the amalgamation of these councils into Auckland Council. eLGAR jointly purchased a Library Management System, created a joint catalogue, and cooperated on a number of other initiatives.

EPIC: Electronic Purchasing in Collaboration. A national consortium including all schools, most public libraries, universities and a range of other libraries, which has purchased access for their customers to a number of international commercial databases, containing thousands of full-text journal and newspaper articles.

GIS: Geographic Information Systems. A system that digitally creates and manipulates spatial areas to record and combine geographic data.

INELI: International Network of Emerging Library Innovators. A network of emerging leaders in the library profession, recently founded by Global Libraries, a section of the Bill & Melinda Gates Foundation. Members participate in an online learning community designed to support collaboration and to develop the skills and attitudes needed to be effective innovators.

Kete: In the library context, a digital space used to store a community's local history information.

Kōtui: A shared service for New Zealand public libraries providing a hosted library management system and discovery platform. Provided as a subscription based consortium through the National Library of New Zealand.

LGNZ: Local Government New Zealand. LGNZ is an organisation that represents the national interests of local authorities of New Zealand.

LIANZA: Library and Information Association of New Zealand Aotearoa. Represents librarians' professional interests, provides professional development services and works with other library and information organisations to support the delivery of library and information services.

Metadata: 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 – title, author, subjects and number of pages. For digital files, the metadata may include details of the size of the picture, the colours, the image resolution, when the image was created, and the graphic designer.

NDHA: 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.

Network for Learning: An online network for schools, which will run over the ultra-fast broadband infrastructure currently being rolled out across New Zealand. The Network for Learning, available progressively from 2013, will provide schools with affordable, safe, ultra-fast internet access as well as a range of online content and centrally procured services.

QR codes: Quick response codes. A two-dimensional barcode supplying coded information that can be scanned by devices such as the cameras on mobile phones. They can be used for advertising, locating, tracking, or linking to websites.

RFID technology: 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.

Te Rōpū Whakahau: An organisation of Māori librarians and information specialists in Aotearoa New Zealand. Te Rōpū Whakahau aims to teach, strengthen and unite Māori library workers, and to advocate for the improved management of Māori workers, Māori materials and Māori clients.

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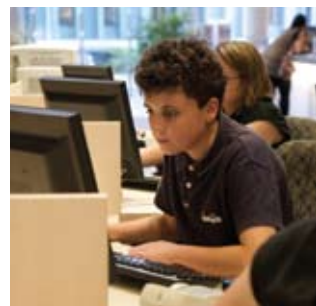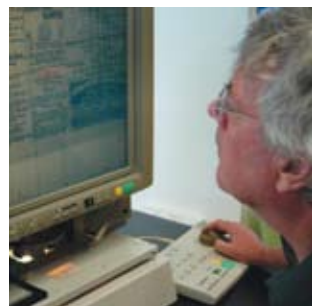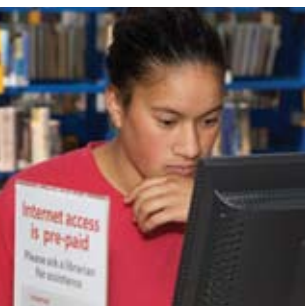
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PO Box 11-038, Manners St, Wellington 6142,
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THE FRAMEWORK SUMMARY

OUTCOMES	Efficiency	Economic	Social	Cultural	Environmental
	Better public service	A more competitive and productive economy	Cohesive, healthy, safe and resilient communities	Communities that value our heritage and embrace diversity and creativity	Sustainable communities both financially and in their practices and systems
CONDITIONS NECESSARY FOR SUCCESS	• Quality leadership • Rapid adaptation to change • Customer-driven approach • Collaborative working • Smart use of technology • Value for money	• Literate and knowledgeable people • Innovation • Investment in growth • Business and financial nous • Cost-effective broadband	• Opportunities for participation • Equity of access • Access to good health, learning and recreational services	• Democratic and open culture • Valuing the Treaty of Waitangi • Valuing of arts, culture, heritage and diversity	• Commitment to sustainable practices • Quality data and information for decision making based on sound systems of measurement

VISION	Public Libraries: opening doors for enquiring minds, at the heart of communities				
PURPOSE	Libraries provide connections to knowledge, ideas and works of the imagination, anytime, everywhere, enabling individuals to turn knowledge into value, participate as citizens and strengthen their communities				
ROLE	Collecting, curating and providing access to knowledge, ideas and works of the imagination	Fostering the joy of reading and supporting the development of literacy in all its forms	Enabling independent lifelong learning, research and innovation	Providing community-based services for all, in places that are at the heart of the community	Collecting, creating and making available local content and history
WHY IS THIS IMPORTANT?	Individuals can discover, share and use a wide range of content in all formats	Individuals have the fundamental skills to benefit from their education and participate fully in society and the digital world	Individuals have opportunities to learn new knowledge and skills throughout life to enable them to lead healthy and productive lives	Individuals engage with library services and with other people in their community; they participate in community life and decision making; local communities are strengthened; library places foster a sense of connection and belonging	Community memories are kept safe; diversity is respected; national and community identities are strengthened
OUTCOMES CONTRIBUTED TO	Economic, social, cultural, environmental	Economic, social and cultural	Economic and social	Social and cultural	Cultural
PRINCIPLES	Freedom of access to information; Equity; Freedom of expression; Participation; Objectivity; Trust; Sharing; Sustainability; Value for money; Customer driven				

STRATEGIES FOR SUCCESS	Forming strategic alliances	Delivering better value public services	Using new technologies to deliver content and services anytime, anywhere	Developing leadership and other skills
	Strategic and operational partnerships enable public libraries to make a stronger contribution to the development of social capital in their communities	Sustainable funding enables public libraries to provide facilities, technology, resources and services that deliver value for money services for their communities	Library content and services are available when and where customers want them; new customers are introduced to library content and services	Libraries are led and staffed by well-qualified, highly trained, motivated, customer-oriented and properly rewarded staff
OUTCOMES	Better public service	Better public service	Better public service, economic, social and environmental	Better public service

think globally, act nationally, deliver locally