

Nelson Public Libraries Strategic Plan 2008 - 2018



NELSON CITY COUNCIL

Section A: Developing the Strategic Plan.....	2
Introduction.....	2
Trends in public libraries.....	3
Nelson Public Libraries.....	4
Nelson community trends.....	6
Local and regional planning.....	7
Consultation.....	7
Library Service Delivery.....	9
Elma Turner Library.....	10
Stoke Library.....	11
Nightingale Library Memorial (Tahunanui).....	12
Nelson Public Libraries Online.....	14
Section B: The Strategic Plan.....	16
Community Outcomes.....	16
Key goal areas.....	17
Goal Area 1: Accessing information, ideas and works of the imagination.....	17
Goal Area 2: Supporting independent lifelong learning and literacy.....	17
Goal Area 3: Enabling online access to the digital world.....	17
Goal Area 4: Building community identity and a sense of belonging.....	18
Libraries reflect and celebrate our community.....	18
Goal Area 5: Working with others.....	18
Significant implementation priorities.....	19

Section A: Developing the Strategic Plan

Introduction

Nelson City Council operates a network of three public libraries. The Elma Turner library on Halifax Street is the main library and there are two community libraries – one in Stoke and the Nightingale Library Memorial in Tahunanui. The fourth service point is the library website – Nelson Public Libraries Online.

In 2002 Nelson Public Libraries set a five year vision for service – *to deliver a customer focused and vibrant library service which informs, inspires and entertains the citizens of Nelson.*

The library mission was *to enhance the educational, cultural and recreational interest of the community through Library services.*

Highlights over the past five years include:

- The extension to the Elma Turner Library and library refurbishments at Stoke Library and Nightingale Library Memorial. Changes to the library hours of opening
- An upgrade of the library computer management system. Access to a combination of digital resources, traditional printed materials and information found via the open Internet access the library provides. The emergence of interactive technologies which capture, share and preserve content
- The delivery of valued services such as the computer classes, Books for Babies, housebound delivery services, community programmes and children’s events. Growth in audio visual and magazine collections
- Local and national collaborative initiatives which have helped make the delivery of services more affordable

Throughout this period library staff continued to deliver quality services while adjusting to changes within the library and information environment. The public now expects to locate information whenever and wherever it is wanted - free of charge, and fast. These changed expectations have had a significant impact on library service delivery.

Libraries collect and guide access to quality information and provide opportunities to participate in the online world. They support lifelong learning and digital literacy and encourage reading. Libraries encourage the community to capture, share and preserve their stories. They offer welcoming and innovative library environments which include public spaces for community participation and social connection. Above all, libraries create informed communities.

This new strategy highlights Nelson Public Libraries’ key areas of focus for the next ten years. The broad goal areas take into account local community needs as well as reflecting practices and trends in modern public libraries and the digital world.

Trends in public libraries

National strategies which influence the future direction of public libraries include:

Public Libraries of New Zealand: A Strategic Framework 2006 to 2016¹. This guide for libraries outlines the important role public libraries play in achieving community outcomes. The Strategic Framework sets a vision for New Zealand Public Libraries: *“Public Libraries engage, inspire and inform citizens and help build strong communities.”*

The Digital Strategy² This government action plan is about ensuring New Zealand is a world leader in using information and technology. The vision for the Strategy is that *“New Zealand will be a world leader in using information and technology to realise its economic, social, environmental, and cultural goals, to the benefit of all its people.”* The Strategy is made up of three key enablers: Content, Confidence and Connection.

New Zealand Digital Content Strategy. One of the strands of the Digital Strategy – “Content” is about bringing New Zealand information online and creating a content-rich digital New Zealand where we can all be involved in actively creating, discovering, sharing and using content in a digital form

E-government Strategy³ This is an all-of-government approach to how government agencies will deliver services, provide information and interact with people using the new technologies New Zealanders are familiar with (social networking websites, Web 2.0, digital channels and internet pathways)

Public Libraries today:

- Are welcoming and familiar. They are spaces that people can use and relax in
- Provide focal points for communities
- Encourage people of all ages to read and be entertained
- Support people to acquire information and digital literacy
- Provide a non-commercial public venue for programmes and activities
- Collect, conserve and make available community information and resources
- Provide resources and facilities for informal learning
- Support formal education
- Provide access to government information
- Put people in touch with information and a range of viewpoints
- Connect people to national and global communities
- Contribute to the economic and social well-being of individuals
- Provide long-term benefits to communities

¹ <http://www.natlib.govt.nz/about-us/current-initiatives/public-libraries-of-nz-a-strategic-framework-2006-to-2016>

² <http://www.digitalstrategy.govt.nz/>

³ <http://www.e.govt.nz/>

Nelson Public Libraries

Nelson residents have one of the highest rates of library use in the country. 85.4% of Nelson residents are registered members of Nelson Public Libraries. (The national mean is 49.6 %.) In the 2006/2007 financial year Nelson Public Libraries issued 884,122 items – which is equivalent to 20.62 issues per capita. (The national mean is 10.82 issues per capita.)

(Figure 1)

Library statistics, 2006/2007 (Nelson Public Libraries, Tasman District Libraries, Marlborough District Libraries)	
Population, 2006	Nelson: 42,888 Tasman: 44,625 Marlborough: 42,549
Registered library customers (<i>National mean: 49.6% of population</i>)	Nelson: 36,644 (85.4% of Nelson population) Tasman: 23,159 (52% of Tasman) Marlborough: 20,144 (47.3% of Marlborough)
Annual library visits (<i>National mean: 7.64 visits per capita</i>)	Nelson: 494,643 (11.53 visit per capita) Tasman: 325,724 (7.3 visits per capita) Marlborough: 319,098 (7.5 visits per capita)
Materials issued (<i>National mean: 10.82 issues per capita</i>)	Nelson: 884,122 (20.62 issues per capita) Tasman: 641,554 (14.38 issues per capita) Marlborough: 594,517 (13.98 issues per capita)
Items held in the collection (<i>National mean: 3.36 per capita</i>)	Nelson: 149,937 (3.5 per capita) Tasman: 128,462 (2.88 per capita) Marlborough: 131,478 (3.09 per capita)

While the performance of Nelson Public Libraries is very good compared to other New Zealand libraries, the library has recently experienced minor decreases in annual transactions.

(Figure 2)

Performance comparison	2004/2005	2005/2006	2006/2007
Registered library customers	32,018	35,213	36,644
Total annual library visits	534,798	503,083	494,643
<ul style="list-style-type: none"> • Elma Turner Library • Stoke Library • Nightingale Memorial Library 	375,748 ⁴ 142,731 16,319	349,748 136,930 16,405	343,217 135,604 15,822
Total materials issued	891,106	888,494	884,122
<ul style="list-style-type: none"> • Elma Turner Library • Stoke Library • Nightingale Library Memorial 	670,767 195,978 23,820	683,512 183,275 21,707	672,387 188,347 23,388

⁴ Figure artificially high due to no separate staff entrance.

The popularity of electronic information resources continues to increase.

(Figure 3)

Electronic usage	2004/2005	2005/2006	2006/2007
Online catalogue and website searches	102,448	303,810	497,313

Implications for planning

- Nelson residents value their libraries – most are registered members
- A slight downward trend in transactions is not unusual across New Zealand and tends to follow after several years of rapid growth in the use of the libraries
- New or refurbished New Zealand public libraries, with modern services (e.g. cafes, library living rooms, media centres, community meeting spaces, learning centres, and wireless networks), have seen upward trends in usage
- Many libraries now use marketing professionals to ensure key messages about library activities and services are effectively and efficiently communicated
- Libraries online (the library web pages) are now considered to be legitimate library access points. “Open” 24 hours a day, these library sites provide electronic resources (often subscribed to on a national cost sharing basis), information about the libraries’ services and physical resources, as well as guiding users to information available via the Internet.

Nelson community trends

Nelson's usually resident population on census night, 2006, was 42,888. This is an increase of 1,323 people, or 3.2%, since the 2001 census. Based on the current rate of population growth it is anticipated that Nelson will reach a population of around 49,000 in 2021. This growth will put pressure on existing services.

Nelson has an ageing population with 15% of the residents being 65 or older compared to the national average of 12%. The median age is 39.4 years in Nelson compared to a national average of 35.9 years. This rapid growth in the older segment of Nelson's population is likely to translate into an increased demand for those library services targeted directly to older people. In general these services are more labour intensive so impacts on staffing and resources will need to be assessed.

(Figure 4)⁵

Age	2001	2006	Age group as % of pop
0 – 9	5,448	5,175	12.1%
10 – 19	6,051	6,192	14.4%
20 – 29	4,953	4,590	10.7%
30 – 39	6,267	5,856	13.6%
40 – 49	6,315	6,939	16.1%
50 – 59	4,869	5,850	13.6%
60 – 69	3,186	3,684	8.6%
70 - 79	2,874	2,751	6.4%
80 years +	1,596	1,854	4.3%

80.4% of people in Nelson belong to the European ethnic group. 8.7% of people in Nelson belong to the Maori ethnic group (3,615). Just over 2% of the population are of Asian descent and just under 2% are Pacific peoples. (The other major group represented in the census was "New Zealander" which cannot be divided by ethnicity).

Nelson attracts a large number of migrants (17,000 over the period 2001-06). Two thirds of inward migration to the region has come from other regions in New Zealand and one third has come from overseas. 18.6% of people in Nelson were born overseas. For those born overseas, the most common birthplace was the United Kingdom/Ireland (8.8%).

The high number of new arrivals in Nelson suggests an opportunity for libraries to have a role in helping them settle into their new home and connect to the local community.

Implications for planning

- As the city grows, libraries will need to accommodate future demand for service. The need to refurbish, redefine and expand libraries is addressed within this strategy, as is the need to develop the library website.
- The increase in the number of older adults living in Nelson means that the library will need to adapt its services to be prepared for this significant demographic change
- With Nelson's high level of inwards migration, the library can have a role as a first point of contact for many people new to the community.

⁵ Figure 4 compiled from Statistics New Zealand data.

Local and regional planning

The Library Strategy will align with the Long Term Council Community Plan as the major, overarching policy document guiding Council activities, as well as the following strategies and policies:

Social Wellbeing Policy

- Participation and development, reflecting the diversity of the community

Positive Ageing Policy

- Enabling participation in community events and programmes, and access to services and resources

Whakatu Nelson Heritage Strategy

- Protecting, conserving, maintaining and promoting heritage

Nelson Urban Growth Strategy

- Managed growth; co-located regional community facilities; local community facilities

Nelson Tasman Regional Economic Development Strategy

- Local, national and global information; skills and training, innovation

Consultation

Consultation undertaken in the preparation of the strategic plan involved the following:

- A general resident survey on the libraries (359 respondents)
- Within the general resident survey a separate analysis of males aged 20 – 50 years (227 respondents) was undertaken in recognition that this is a group not well represented among library members
- An library customer survey (512 respondents)
- An online survey of website users (244 respondents)
- Youth were interviewed about their views on the library and Youth Council feedback was also sought. This is another group that was a particular target for surveying because of their low relative representation in membership statistics
- Interviews with a number of Nelson groups and organisations
- Library staff provided input in June 2007 and in March 2008

Key consultation findings:

- Services most valued included borrowing books and magazines (94%), borrowing CDs and DVDs (22%) using the library as a place to relax (19%), using databases online (18%) and accessing the catalogue (12%)

- A lower proportion of survey respondents used Nelson Public Libraries online (26%). Conversations with key informants also revealed that the library web is not well recognised as a library service point. Many were unaware of the information available online via the library website
- 72% of the general survey respondents regarded Elma Turner as their primary library; 25% Stoke; 2% Nightingale
- Most respondents said they find library staff are welcoming, helpful and friendly; they could locate the material and information they wanted and were happy with the current library opening hours at their primary library.
- 42% of Stoke library users would use reciprocal borrowing at Richmond library if that was introduced
- 10% of the general survey respondents visited a library every week and 32% at least once a month.
- The online survey showed that the majority of customers were searching the catalogue (79%), checking their account (48%) and reserving books (43%) and found these functions easy to use. Few were using the online databases (1%). The most common negative feedback about the website was that the layout was poor/confusing.
- The most popular enhancements to services and facilities included a library café (48%), lounge and comfortable reading areas (42%) educational classes at the library (27%), cultural programmes (24%) and support for small business (22% of male respondents).
- Key challenges identified by library staff included providing information and recreation services conveniently, free and fast and continuing to market the library as a trusted provider of services. Staff identified the need to grow skills to keep pace with the speed of developments in the information world. Importantly, they recognised that the libraries' web presence required improvement and ongoing professional management.
- Youth identified the library as a place they go to find information but in the main felt that the libraries were “quiet and sometimes boring”. They said they would use it more if it was more exciting to hang out there, meet friends and had more youth features.⁶
- The library is recognised as having special importance for some groups eg elderly, stay-at-home parents, and migrants. The library provides social capital to the community and there is potential to improve promotion of the library as a place for social networking and connection.

⁶ There is a bequest available with funds specifically to use for youth services which could help address some of the issues raised in the youth consultation.

- The need to market library services was a strong theme. Many people use the library in its traditional sense (for lending and information) but are not aware of the full range of services available.

Implications for planning

- Invest in library spaces to create library environments which are modern, vibrant, comfortable and exciting. Provide areas for relaxing and for meeting with friends or groups
- Provide opportunities for community connection
- Continue to deliver programmes and support independent lifelong learning
- Ensure the flexibility to respond quickly to new developments – particularly new technologies and digital resources
- Enhance and market Nelson Public Libraries Online – as a library location of choice
- Market services in general
- Investigate opportunities for resource sharing with Richmond Library

Library Service Delivery

The three Nelson Public Libraries are:

- Elma Turner Library; Halifax Street. (Open Monday to Friday from 10am with limited evening service. Open Saturday mornings and Sunday afternoons)
- Stoke Library; corner Putaitai Street & Neale Avenue, Stoke. (Open Monday to Friday from 10am, and Saturday morning. Closed on Sunday)
- Nightingale Library Memorial; Beach Road, Tahunanui. (Open part-time hours Monday to Friday and on Sunday. Closed Saturdays)

In addition the library website is accessible 24 hours a day.

In light of the actual and projected growth of the city and the wider Nelson/Tasman district, a closer examination of the role and future of each service point has been undertaken. Several options for service delivery have been considered.

Feedback from customers confirms the following:

- Libraries are popular places to visit but there is a lack of awareness of the full range of services offered
- There is a strong demand for more comfortable, modern and welcoming interiors.
- There has been huge growth in the use of online resources in recent years but the library website databases are not well used
- Residents use a mix of libraries. Of those surveyed, 72% view Elma Turner as their primary library; 25% used Stoke and 2% used Nightingale Library Memorial

Elma Turner Library

The Elma Turner Library is the main library in Nelson. As the city's central library it offers a depth of collection and a range of services not offered at the smaller Stoke Library or Nightingale Library Memorial.

Core functions of this library include

- Storage and display of materials of varying formats
- Provision of information and lending of materials
- Promotion of materials and services
- Advising recreational readers and supporting information and digital literacy
- Providing spaces for studying, relaxing, socialising and meeting
- Delivering and hosting programmes and events, making spaces available for community meetings and displaying community information
- Acquiring, organising and maintaining library reference and loan materials and preserving local history and archives
- Providing managerial and administrative support

The library was extended in the 2004/05 financial year to provide the following: more space to access the collection; additional space for a research facility; to house new technology and spaces for learning computer skills; an improved layout of the library with expanded public spaces; flexible areas for performances, displays and meetings; improvements to seating and study areas.

At the time of this extension of 600 sq metres it was acknowledged that it would provide for only 5 to 10 years growth. The next phase of planning is now required to meet the needs of a growing population and growing library membership. The council has since acquired the building at 23 Halifax Street which offers possibilities for a library extension.

One option for an extension is to remove the 23 Halifax St building, relocate some of the existing carparks and extend the existing library alongside the river. This would provide an opportunity to:

- Utilise the river outlook to enhance the view from the library
- Create a secure outdoor library area, and perhaps a café integrated within the library
- Create a central library for Nelson city which would meet national library standards of 3,000 sq metres.
- Redefine the entrances to the library
- Integrate the library extension with the planned upgrade of Rutherford and Trafalgar Parks

An extension and significant refurbishment of the Elma Turner Library would be planned for 2015/16 financial years. The work of analyzing different options for the extension will be undertaken as part of the implementation of this plan.

Stoke Library

Stoke Library is a popular community library within the Nelson Public Libraries Network. It issues 21% of the total network issues and has over 135,000 visitors each year.

Population:

The current population of the wider Stoke Library catchment area is approximately 16,000. Although difficult to predict, there are possibly around 5180 new dwellings likely to be built in the area as a result of new subdivisions in Stoke and somewhat more than 2,000 existing properties that are of a size to allow for subdivision. This suggests there is the potential for the Stoke population to approximately double in the medium to long term.

The Stoke catchment area has a similar population profile to that of Nelson overall except that it has a higher proportion of residents aged 65 years and older (18% of the Stoke population, Nelson 15%, New Zealand 12%). The results of the general residents survey indicated that Stoke library is more widely used by people aged 51 years and older. Those aged 13 – 19 years said they tended to use the Elma Turner Library.

Future of Stoke Library

The need for a new Stoke library has been discussed in the past and a sum of money (\$3 million) entered in the Community Facilities Asset Management Plan for 2018/2019 to cover that possibility. Certainly a larger site would accommodate more space for expansion to service a growing population in the area. However the existing location is a very good one, being adjacent to a large carpark and shopping area, including two large and expanding supermarkets. The library is known and trusted in its current location. It is also worth noting that the current building is relatively new having been built in 1993.

Library staff assess the Stoke library as being close to capacity. However issues and door counts are trending down slightly at the same time as the population is increasing. The numbers are not highly significant but could indicate that the library is not catering to the needs of the community as well as it could. The survey did show up a number of requests for a better range of books, newer books and more computers at Stoke. The interior of the library is quite dated and tired looking and the floor space very crowded.

Staff consider that instead of planning for a new library, a more cost effective option is to refit the interior of the library and consider an extension of the existing building in the medium term. A redefinition of the service vision for Stoke is proposed. Rather than attempt to have Stoke cover all the general library functions there is an opportunity to use the survey data to more closely align the service to community needs. Elements of the redefinition would include the following:

- Stoke library developing its image as a community library which offers convenient and accessible library services to local residents. More in depth and specialised services will be able to be accessed from the Elma Turner Library
- Create a modern and exciting library environment with a smaller, targeted and regularly refreshed recreation collection. The use of library space will be flexible, adaptive,

stimulating and dynamic. With furniture and shelving on wheels and modern furniture and storage solutions, the space will be easily be transformed to allow the delivery of a variety of services to the community. Introduce technologies, furniture and equipment which appeal to children and older adults. Establish a theme for the interior which will be expanded when the library footprint is extended

- Introduce more technology which will encourage self help and refocus staff resources into the management of community events, literacy programmes and learning activities. Review library opening hours in the light of customer shopping and leisure patterns.

The refit would support this service vision by providing a modern and innovative interior with more flexible spaces. There are plenty of good examples elsewhere of using small library spaces innovatively.

In the medium term, if Stoke's population grows as projected, an extension would be needed to meet demand. A greater emphasis by residents on libraries providing community space, as a learning environment and as a destination, will put additional pressures on the existing library space at Stoke. By extending over the adjacent Council-owned carparks the library could gain around 250 sq metres, or double that if the extension was taken to two storeys.

The extension would be an opportunity to improve the profile of the library from the street and from the mall carpark. Windows could be used to showcase facilities and activity within the library. Greater prominence could be given to the entrance to the library and it could be better oriented to draw in shoppers. The additional space would allow the library to offer facilities for meeting and learning as well as extending lounge, study and collection areas.

It should also be noted that initiating work with Tasman District Council exploring options for reciprocal borrowing and other ways of working together could lead to solutions which reduce the pressure on Stoke Library. 42% of Stoke respondents to our surveys would make use of Richmond Library if free reciprocal borrowing was available. Even without reciprocal borrowing the Richmond Library service could perhaps be offered to Nelson residents in new subdivisions near Champion Rd via a service exchange, on the same basis as water is now. If school children in these new subdivisions are zoned for Richmond schools, as seems likely, then such a service exchange might be logical.

In any exploration of reciprocal borrowing it will be necessary to undertake a careful cost/benefit analysis for Nelson City Council. It is expected that larger numbers of Tasman residents would take advantage of this service because of the free borrowing and larger collection here and because more commuters travel into Nelson for work from Tasman than vice versa.

Nightingale Library Memorial (Tahunanui)

In comparison to Nelson's other libraries, the Nightingale Library Memorial is underutilised. The small library building offers limited services to a small yet loyal clientele.

In the 2006/2007 financial year 23,388 items were issued from this community library. This is 2.6% of the total network issues. (Elma Turner issues for the same period made up 76%

of the total number and Stoke Library issued just over 21%). There were 15,222 visits made to the Nightingale Memorial Library. This is 3.2% of the total number of visits made to Nelson's libraries. (Elma Turner: 69.4%; Stoke: 27.4%)

Current cost to general rates of the Nightingale operation is \$70,284. However the purchase of library collections, IT, management and other costs are borne centrally. Nightingale is a small proportion of the overall library operation cost to general rates of \$2.6 million.

The library service delivered from the Tahunanui site is limited to the lending of a recreational collection and access to library computers. The facility also includes a foyer, meeting room and externally located public toilets. The location has a high profile on the route along Rocks Road into the central city and is adjacent to Tahunanui Beach.

Issues to be considered in relation to the Nightingale operation include:

- The library's small size and limited collection are a disincentive to use
- Its location away from the local shopping centre or other activities reduces the convenience of a visit
- The library provides social and recreational outcomes to a relatively small number of residents and thus raises equity issues
- The library exterior looks old-fashioned and tired in comparison to Nelson's other libraries and could be considered to give Nelson Public Libraries a negative profile
- Previous attempts by staff to enhance Nightingale through changing the opening hours and refocusing the collection have not produced any lasting improvements in patronage

However, while the library is underperforming in a number of areas it does provide an important centre for the small community it serves and has a loyal group of regular customers. It also has an active group of supporters, the Guardians of the Nightingale Library Inc. The social and recreational services it provides to the Tahunanui community need to be weighed up alongside the level of borrowing and other uses.

In considering solutions to the inherent difficulties associated with Nightingale, a number of options have been considered. Closure would have a significant negative impact on the local community through removing a valued facility that supports a good number of, especially elderly, residents. Continuing the operation in its current mode would be inequitable as using a library service to provide recreational and social benefits to a small number of residents is inefficient and could be seen as an unfair use of resources that could be more broadly spread.

Another option considered was to refurbish and remodel the interior of the building to extend the space for the collection and create a more modern interior. However the library location and overall space constraints could be expected to continue to inhibit public use. Attempting to expand the library's appeal in this way would also require considerable investment of money and staff time with no guarantee of an adequate return.

Given the range of issues facing this library service point but also its important role in the community it seems most appropriate to consider Nightingale in a wider context, as a key

element in the revitalization of Tahunanui through implementation of the Structure Plan. In particular an investigation should be undertaken of the possibility of moving the library service to an outlet within the shopping area and with a floor space better able to meet customer needs. The analysis should include an assessment of the library's role as a community hub and how those services which build social capital in Tahunanui should best be supported. This analysis will be undertaken with a view to feeding into the ongoing implementation of the Tahunanui Structure Plan and any proposals with financial implications will be consulted on during development of the 2012 LTCCP.

Nelson Public Libraries Online

Nelson Public Libraries Online should be recognized as a fourth library in Nelson Public Libraries' network. Open all hours and accessible from anywhere via a wireless, broadband or dial-up connection, library web pages are a significant service delivery channels in their own right. Access to the Internet is growing fast in Nelson and is now available in 60% of households (cf 35% at the 2001 census). This reflects a growing dependence on the internet as a means of communication, information and community.

To meet customer expectations Nelson Public Libraries' website must be "refurbished" and managed as if it was a valued library. Modern library websites allow for the creation, preservation and sharing of content. They provide a forum for comment and debate. They are informative as well as social – delivering services, providing information and well as encouraging interaction between people. Importantly, they connect people to their community while also making a wealth of information available for use anytime and anywhere.

The system for updating the website needs to be enhanced so that changes can be made quickly and easily. This will increase the responsiveness of the website to users. An improvement in immediacy will help keep the website fresh and relevant. In the same vein the website should support interactivity (Web 2, RSS feeds) and the ability for customers to publish comments, add reviews, blog etc.

To maximize usability the website needs to deliver quality information in a layout that is well organized and easily understood. The layout needs to enhance visual impact and hold user interest. Graphics, images and buttons are all methods of providing interest and conveying information without relying on lengthy sections of text.

Other opportunities that need to be pursued as a part of this plan are making the databases more integrated and easy to use, creating linkages to heritage information about Nelson and adding value to catalogue records (eg book reviews, tag clouds). To ensure functionality the website needs interoperability across a range of web browsers and operating platforms, plus sufficient depth to allow for digital collection development, interactive tools (eg vlogs, wikis, mash-ups etc) and streaming of e-audio content and podcasts. In order to maximise access to the libraries' website and online resources, wireless technology is needed in the library. Such access was a regular request in the survey (24% general survey, 44% male respondents).

This strategic plan includes a goal to enhance and promote Nelson's fourth library service delivery point: Nelson Public Libraries Online. Customer consultation has demonstrated that awareness and use of the existing library website is low. It is expected that an upgraded and well promoted site would become a highly valued library access point. To achieve this it is essential the website be relevant, easily accessible, dynamic and interactive.

People of all ages could choose to click in and out of their library at any time and from any place.

Section B: The Strategic Plan

Community Outcomes

This plan is based around Nelson's Community Outcomes. These are the broad, high level, long term and inclusive statements which reflect what residents want for Nelson.

The Outcomes most relevant to this strategy are:

People-friendly places: *We build healthy, accessible and attractive places and live in a sustainable region*

Libraries are key community facilities – welcoming, relevant and innovative
 They enable people to connect with their wider community
 Libraries are sustainable – they share, preserve, and make resources available free of charge

A strong economy: *We all benefit from a sustainable, innovative and a diversified economy*

Libraries encourage reading, literacy and lifelong learning
 They provide support for people to confidently use new technologies
 They encourage the creation, preservation and sharing of digital content

Kind, healthy people: *We are part of a welcoming, safe, inclusive and healthy community*

Libraries provide and organise information which is accessible to everyone
 Library services are accessible, convenient and easy to use
 Libraries are neutral and non judgmental community spaces

A fun creative culture: *We are proud of our creative local culture and regional identity*

Libraries are full of resources which are inspiring, engaging and enjoyable
 They promote local talent by hosting events and programmes
 They encourage and support creativity in people of all ages

Good leadership: *Our leaders are proactive, innovative and inclusive*

Libraries as safe environments for debate, discussion, learning and interaction.
 They are learning environments supporting people to build skills and confidence
 They provide information about what is happening locally, nationally and globally

Key goal areas

Nelson Public Libraries connects people to local, national and global ideas and communities

Goal Area 1: Accessing information, ideas and works of the imagination

Offer appropriate physical collections, well integrated with electronic resources and the content available on the Internet

- The library continues to build its physical collections (books, CDs, DVDs, magazines and other media) and integrate these with digital resources and content available on the Internet. Materials are provided for reading, listening and viewing. They are able to be easily accessed by everyone.

Embrace opportunities which strengthen services and improve access

- The speed of change in the electronic environment impacts on library staff and library customers. Libraries are well positioned and prepared to be early adopters of new technologies. Collaborative initiatives within the library profession give librarians greater confidence to adopt and share new skills.

Provide and promote a range of relevant and convenient library access points

- Nelson Public Libraries is a network consisting of a central library, two community libraries and an online library. Nelson residents are aware of the range of services available from the library as a whole and they know how and where to access each service point.

Goal Area 2: Supporting independent lifelong learning and literacy

Encourage reading, literacy and lifelong learning

- Reading is promoted as an enjoyable and fun activity. The library supports people of all ages to build confidence in reading and learning.

Host events and programmes which appeal to Nelson's diverse community

- The library is an exciting and vibrant environment and hosts displays, exhibitions, performances and events. People know they are welcome in their library. It is a familiar and safe environment and they want to show it off to others.

Support the community to confidently use resources, improve skills and keep abreast of new developments

- The library provides access to technology, the Internet and electronic resources to support the development of information and digital literacy skills. The library may partner with others to secure experienced tutors, or it may offer the facility for groups to use.

Goal Area 3: Enabling online access to the digital world

Discover, access, create and share digital content

- Libraries assist people to create, share and preserve stories about their community. They provide access to electronic information which is not freely available on the Internet. Importantly, they help people find the information they need.

Offer relevant and integrated digital services and facilities

- The library provides computers and other technologies for public use. The equipment and furniture is effectively integrated within the library, offering opportunities for reading, listening, viewing and socialising.

Enhance and promote Nelson Public Libraries Online

- Accessible anytime from anywhere, this online service is a personal library. With quality information immediately at hand, the desktop library makes the search for information easy, convenient and fast.

Goal Area 4: Building community identity and a sense of belonging

Promote libraries as key community facilities – welcoming, relevant and innovative environments

- Libraries are community owned spaces. They draw people in – being seen as “living rooms away from home” Spaces are available for relaxation, study, socialising and meeting. The staff are friendly and the services are relevant.

Create opportunities for community connection

- The library environment reflects the community it serves. It celebrates diversity and showcases local initiatives, talents and skills. Working with others outside of the library walls helps to improve access to library resources.

Libraries reflect and celebrate our community

- The library has a role in preserving and making accessible Nelson’s heritage.

Goal Area 5: Working with others

Collaborate on cost effective local and national initiatives which enhance library services

- Work with Tasman District Library to enhance collaboration between the two library services including investigation of the establishment of a regional library service.
- Working together to develop and acquire digital resources makes financial sense as effort, expertise and costs are shared. Physical resources are shared at a regional level, and local partnerships improve access to library resources.
- Work with local iwi to develop services and create environments that Maori identify as theirs. Local iwi view the library as a trusted place to tell and preserve their stories for future generations. Special collections about Maori, story reading in Te Reo, bi-lingual signage and easily accessible bi-lingual content on the web reflect that Maori have a unique place in New Zealand society.

Significant implementation priorities

Strategic Area	Initiative
Accessing information, ideas and works of the imagination	<ul style="list-style-type: none"> • Prepare and action a Marketing Plan which identifies priorities and desired outcomes (2009/2010) • Define the vision and function of each service access point now and into the future (2008/2009)
Supporting independent lifelong learning and literacy	<ul style="list-style-type: none"> • With reference to the survey feedback, evaluate existing outreach, events and programmes and plan to meet the diverse needs of the community (2008/2010)
Enabling online access to the digital world	<ul style="list-style-type: none"> • Develop <i>Nelson Public Libraries Online</i> user interface and in particular improve accessibility and functionality of databases and research tools (2009/2010) • Plan for the ongoing development and acquisition of quality ICT services and resources • Investigate the need and potential for further developing online services (2017/2018)
Building community identity and a sense of belonging	<ul style="list-style-type: none"> • Plan for an extension and refurbishment of the Elma Turner Library in seven years (2015/2016) • Plan for a refurbishment of Stoke Library (2010/2011) • Plan for an extension to Stoke Library (2018/2019) • Undertake a study to consider Nightingale's role in the wider context of Tahunanui's development (2009/2010)
Working with others	<ul style="list-style-type: none"> • Work with Tasman District Libraries to trial reciprocal borrowing between the two library services and, in addition, develop and work through a process to investigate establishment of a regional library service (2008/2010) • Explore and strengthen the partnership with the museum (2008/2014) • Explore other partnerships which contribute to the sustainable delivery of library services