

5. STRATEGIC DIRECTIONS FOR CHRISTCHURCH CITY LIBRARIES – THE PLAN

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The purpose of this report is to present the strategic directions for Libraries for the next three to five years. This report should be read in conjunction with the brochure, entitled 'The Plan', which has been separately circulated.

BACKGROUND

In 1997 the Library published its 10 year plan entitled '*Library alive in our community*'. This plan has been reviewed in 2002 and has resulted in a revised strategic framework for the Library which is outlined in 'The Plan'.

This framework indicates the key strategic areas of focus for development if the library is to be a vital part of the 21st century knowledge society. Some of the traditional activities of libraries are not mentioned. This does not mean that they are no longer important or that they are not part of the overall framework of library operations. On the contrary, it indicates that our services in these areas are well developed and well regarded by customers and that change in these services is incremental rather than transformational.

1. Consultation and Research

In preparing the plan a number of groups have been consulted:

- Library colleagues,
- Maori,
- Social Agencies,
- Council colleagues – the Corporate Team, Community Forum,
- The Mayor and the Arts, Culture and Heritage Committee.

A key theme from all external groups was the need for the library to raise awareness of the wealth of services and resources available for different groups and to work more collaboratively with the community to achieve similar objectives.

As background research, a number of analyses were updated:

- Environmental audit,
- Industry and competitor analysis,
- Financial and political update,
- People and customer audit,
- Collections audit.

2. Key Changes

Changes since 1997 which have impacted on planning include:

- The growth in electronic publishing and use of the internet and electronic media as key tools for communication, information and delivering services.
- Changes in the demography of Christchurch including increasing diversity and an ageing population.
- Greater focus on learning throughout life, including community education, the growth of private providers and changes in the national school curricula and the educational qualification framework.
- Increasing competition both for people's time and from other information and leisure providers.
- Increasing overlap between the roles of social agencies.
- Changing customer expectations.

3. Political and Financial Environment

The Library's strategic directions need to be viewed within the context of the Christchurch City Council's strategic vision and outcomes for Christchurch. The Council has adopted a triple bottom line approach to determining benefits, taking account of the social, environmental and economic aspects in building a sustainable Christchurch.

At the same time the Council has committed to a \$10 million reduction in operating expenditure by 2005. Implications on library budgets are not yet known but the Strategic directions framework has been prepared on the assumption that the Library will be required to operate within the current operating and capital projections.

Other sources of revenue from sponsorship, grants and contract bids may be sought for specific projects.

STRATEGIC GOALS AND OBJECTIVES

In response to the changes and challenges raised through the consultation and research, the Library needs to:

- Make best use of our buildings,
- Take libraries and information to where people are,
- Make the internet and its information easy to use,
- Help our increasingly diverse society to feel at home and able to participate,
- Provide digital bridges for those who need help to participate in an electronic world,
- Preserve and make available the past and present for the future.

The following goals have been developed and indicate areas of focus for Christchurch City Libraries in the coming five years. These goals broadly reflect the differing roles the library has in the community:

Library +	=	leisure and lifestyle role
+ Library	=	community development role
Learning and Literacy	=	educational role
Information how when and where	=	information access role
Knowing who we are	=	democracy, culture and heritage role

A full description of the goals can be read in the attached brochure.

Four of the five goals build on the previous goals of Destination Library, Reading for Living and Learning, Information how when and where you want it and Journey through Culture and Heritage. A new area of focus is outlined in the goal **+ Library** which has an external focus, working with groups and people where they are in the community. A focus on customers (originally the 5th goal area) is still seen as being crucial to our success but is best described as a key enabler underpinning all goal areas.

Twelve broad objectives will contribute to our achieving these goals. Details of the actions resulting from these objectives will form part of the annual operational plans brought forward for Council consideration each year. The annual plan for 2002/03 is considered to be year one of the revised strategic plan.

VISION FOR THE FUTURE

The revised strategic goals will provide the framework for decision making over the next three to five years.

By 2007 Christchurch will have a city wide network of libraries providing services and programmes which meet community needs for information, creative leisure, culture and learning. Access to services and information will be at the fingertips of every citizen, whether at home, work, school, a library or community learning centre, or from their mobile phone/PDA. Customers will be able to receive personalised information about their particular interests or learning needs as new items come into the library's content banks (both physical and electronic). The Librarian as personal learning coach will help customers find what they need – both face to face and via the internet and phone – teaching skills so that people can do more for themselves. In partnership with other agencies (business, community, education and government) Christchurch City Libraries will help build social, intellectual and economic capacity so essential in the knowledge society of the 21st century.

NATURAL + PEOPLE + ECONOMIC STEP ASSESSMENT

#	CONDITION:	Meets condition ✓✓0*	HOW IT HELPS MEET CONDITION:
The Natural Step			
N1	Reduce non-renewable resource use	✓✓0*	✓Libraries share resources thereby reducing consumption of non-renewable resource use
N2	Eliminate emission of harmful substances	✓✓0*	
N3	Protect and restore biodiversity and ecosystems	✓✓0*	
N4	People needs met fairly and efficiently	NA	NA - See People Step + Economic Step
The People Step			
P1	Basic needs met	✓✓0*	✓For nurturing the growth of the mind and spirit
P2	Full potential developed	✓✓0*	✓Through acquiring new knowledge and skills
P3	Social capital enhanced	✓✓0*	✓Application of learning for living and employment
P4	Culture and identity protected	✓✓0*	✓Documentary heritage preserved and diversity celebrated
P5	Governance and participatory democracy strengthened	✓✓0*	✓Informed citizens able to participate in decision making and community governance
The Economic Step			
E1	Effective and efficient use of all resources	✓✓0*	✓Libraries share resources and reuse many times in the life of a product
E2	Job rich local economy	✓✓0*	✓Libraries both provide employment and enable others to acquire skills for employment
E3	Financial sustainability	✓✓0*	

Staff

Recommendation: That the strategic directions for Christchurch City Libraries - The Plan be approved.

Chairman's

Recommendation: The Officers recommendation be approved.