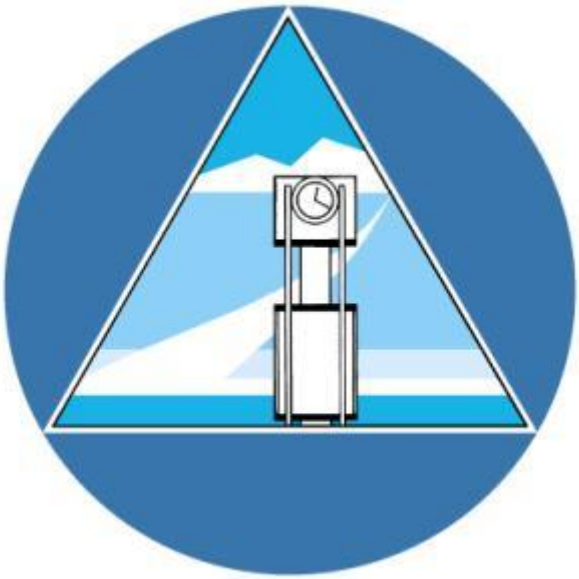
Library
Activity Management Plan



Ashburton District Council

June 2012

Information Quality

Document:	Library Activity Management Plan
Purpose:	The purpose of this activity management plan is to outline and summarise in one place, Councils' long term approach for the provision, administration and maintenance of Council provided library services and facilities in Ashburton District.
Activity Group:	Recreation and Leisure
Reference:	
Prepared by:	Jill Watson
Manager Responsible:	Neil McCann
Review Timeframe:	All Ashburton District Council activity management plans will be reviewed and updated annually as part of the development of the Long Term Plan or the Annual Plan – whichever is applicable. Plans may be updated during the year where there have been significant changes to asset values or business plans.

Revision History

Revision	Revision Date	Details	Authorised Name/Position	Signature
1	Dec 2009	Review & Update	Jill Watson	
2	Jan 2011	Update work programme	Jill Watson	
3	Nov 2011	Review for LTP	Jill Watson	
4	Jun 2012	Update budget and performance framework to align with LTP. New format.	Policy Advisor	

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1.0 Executive Summary

1.1 What We Do

The Ashburton Public Library provides the following services:

- A public library facility where the community can access the library collections and services and enjoy as a place for meeting, recreation and self-education.
- Lending, reference and local history collections in a range of physical and electronic formats.
- A library website at www.ashburtondc.govt.nz, providing access to the library catalogue, electronic databases, e-books and members' password-accessible borrowing records.
- Appropriately skilled and trained staff to manage the collections, assist customers with enquiries and ensure the most effective use of services and materials.
- Programmes, partnerships and outreach services to promote and enable the wider use of the library.
- The children's library is a fun environment, promoting reading and research, and is often used by visiting school groups.
- A substantial local history collection is available at the library and is constantly being added to. Complete files of Ashburton newspapers dating back to 1878 are held, mostly in microfilm form to improve storage and retrieval.
- The library offers free internet access through the Aotearoa People's Network Kaharoa. Other electronic resources available include searchable electronic databases, the library's own catalogue and Council public information.
- Supplementary cash grants as well as loans of books are made to independent subscription libraries in Methven and Rakaia.

1.2 Why We Do It

Council believes it has a role to play in providing educational, informational and recreational library resources and the assistance of trained staff. Council considers the library service to be essential to the quality of life of residents of the district.

The Public Library promotes cultural, social and economic wellbeing and informed participation in society through supporting self-education and providing consultation information.

1.3 Service and Performance

Community Outcomes

An enjoyable place to live

- Our community has access to a range of cultural and heritage facilities and activities.
- Our district has sporting and recreational facilities that meet the district's needs.
- Our district offers opportunities for people of all ages to develop their skills and enrich their knowledge.

Rationale for Service Delivery

To enable all members of the community access to library resources for recreation and discovery.

Levels of Service

Library resources are current and relevant for the community

The library service meets the needs of residents

Performance Measures

Number of free internet sessions used

Number of books purchased per year

Residents use the district library service

Number of items in the library service per resident

Residents are satisfied with Council's library services

1.4 Current and Future Issues

Electronic Media: With the increase in the range of delivery methods for information it will be increasingly necessary to balance the acquisition of books and magazines with electronic resources where appropriate.

Newspaper Archives: Presently, access to the library's newspaper archives is limited to specific times, three days per week. Full-time public access would be preferable; however full time staff assistance is required and the library presently do not have the resourcing to enable this.

Council may decide to transfer the library's newspaper archive collection and index to the new Ashburton Heritage Centre (Museum) once the facility is established, as this is likely to provide better access to the collections for residents.

Branch Library: Demand for the setting up of a branch library or mobile service for Methven seems likely to arise in the future as population grows.

1.5 Capital Expenditure 2012-2022

Description	2013/14 $000	2014/15 $000	2015/16 $000	2016-22 $000
Book purchases	119	119	120	750
Other library assets	1	2	2	12
Library renewals	1	1	1	6
TOTAL	121	122	123	768

1.6 Operational Expenditure 2012-22

Operational expenditure for this activity is included in the group of activities budget for Recreation and Leisure.

2.0 Service Provision

2.1 Background

Council believes it has a role to play in providing educational, informational and recreational library resources and considers the library service to be essential to the quality of life of residents of the district.

Council provision for the funding of a public library service began in Ashburton in 1884. The Ashburton Public Library has provided a library service and free membership to all residents of the Ashburton District since the amalgamation of the former Borough and County Councils in 1989.

In 1999-2000 the present library building, first opened in 1967, was extended and extensively renovated.

2.2 Services We Provide

The Ashburton Public Library is located on the corner of Havelock Street and West Street, Ashburton, and provides a public facility where the community can access the library collections and services, and enjoy as a place for meeting, recreation, and self-education.

A wide range of books and other materials are held by the library and electronic access to many other resources is available through the library's website and on-line public access terminals.

The Ashburton Public Library provides the following services:

- Lending, reference and local history collections in a range of physical and electronic formats.
- A library website at www.ashburtondc.govt.nz , providing access to the library catalogue, electronic databases, and members' password-accessible borrowing records.
- Appropriately skilled and trained staff to manage the collections, assist customers with enquiries and ensure the most effective use of services and materials.
- Programmes, partnerships and outreach services to promote and enable the wider use of the library.
- children's library, promoting reading and research, and is often used by visiting school groups.

A substantial local history collection is available at the library and is constantly being added to.

Complete files of Ashburton newspapers dating back to 1878 are held, mostly in microfilm form to improve storage and retrieval. Gradual conservation microfilming of early newspapers was funded by the library until 2007, at which point the National Library undertook to microfilm all of the Library's Guardian collection not already on microfilm. The years 1887-1921 are available on Papers Past, an online, fully searchable database.

While traditional library materials such as books and magazines will maintain relevance, it is expected that electronic resources will become increasingly important in the future.

The library offers free internet access through a subscription to the Aotearoa People's Network Kaharoa. Other electronic resources available include searchable electronic databases, the library's own catalogue and access to members' own borrowing record, and Council public information.

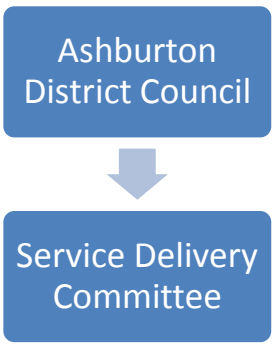
The library has a Collection Management Policy which sets out criteria for selecting, maintaining and withdrawal items in the library's collection. The library currently has a performance target to purchase no fewer than 4,500 new titles within the budget year.

Current Ashburton Public Library Opening Hours are:
Monday – Friday 9:00am – 8:00pm
Saturday: 10:00am – 1:00pm
Sunday 1.00pm – 4.00pm

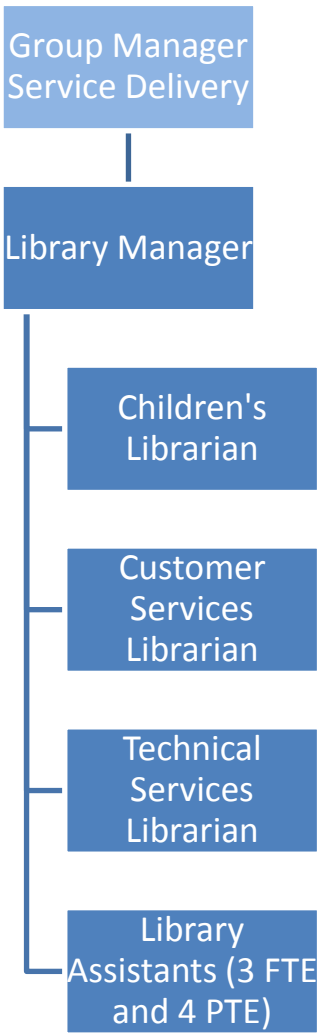
In addition to the services provided by the Ashburton Public Library, supplementary cash grants for the purchase of material, as well as loans of books, are made to independent subscription libraries in Methven, Rakaia and Mount Somers.

2.3 Structure and Staffing

Council Structure
The Library activity is managed by the Finance and Community Services committee of Council.



Staff Structure
The library activity is managed by the Library Manager.



Key

Primary responsibility

Supporting role

3.0 Current and Future Issues

3.1 Identified Issues

Electronic Media: With the increase in the range of delivery methods for information it will be increasingly necessary to balance the acquisition of books and magazines with electronic resources where appropriate. There is expected to be increasing public interest in library provision of downloadable electronic books (e-books). The Library has joined a consortium, the South Island Downloadable Zone, which will offer downloads of audio books and e-books to library members from late 2011.

The demand for electronic resources is likely to be a growing trend in libraries, but unlikely to replace conventional books and magazines for many readers.

Newspaper Archives: Council may decide to transfer the library's newspaper archive collection and index to the new Ashburton Heritage Centre (Museum) once the facility is established.

Presently the public can view the Library's newspaper archives at specific times, three days per week. Full-time public access would be preferable, however full time staff assistance is required and the library presently do not have the resourcing to enable this. It is considered that transferring the Library's newspaper and photo collections to the Heritage Centre is likely to provide better access to the collections for residents.

The transfer of this material will be subject to further consideration.

Branch Library: Demand for the setting up of a branch library or mobile service for Methven, seems likely to arise in the future as population grows.

The possibility of changes in demand for branch services is being monitored. An increasingly elderly population is likely to maintain similar demand for traditional services and may increase demand for house-bound or rest home services. Staffing will probably have to be increased in future if these additional services are to be provided.

General Trends: The removal since July 2008 of a borrowing charge of $1 per item on adult books under two years of age has had a positive effect on issues.

3.2 Predicted Changes to Future Demand

Forecast Population Growth

Usually resident population 2013 census	31,041
Increase in District population 2006-2013	3669
Percentage population increase since 2006 census	3.4%

Statistics New Zealand produces population estimates in non-census years. The estimated population as at 30 June 2011 was 30,100. Statistics New Zealand has forecast population growth out to 2031, using 2006 forecast population figures as a baseline (updated). The forecast provides low, medium and high projections based on varying migration, fertility and mortality forecasts. These forecasts are shown in the table below.

Ashburton District Projected Population, 2006 (base) - 2031 update.								
Series	Year as at 30 June						Population change 2006-2031	
	2006 (base)	2011	2016	2021	2026	2031	#	Average Annual %
Low		29,700	30,100	30,300	30,300	30,100	2,100	0.3
Medium	28,000	30,100	31,200	32,200	33,100	33,900	5,800	0.8
High		30,400	32,300	34,200	36,000	37,700	9,700	1.2

Ashburton District Council uses the "high" population forecast series in its growth modelling for the future. The "high" series is used because it best reflects:

- current strong population growth in the district
- continued change in land use with increased on-farm residences
- expected migration from Christchurch due to the recent earthquakes (based on current anecdotal evidence)
- consistency with Ashburton District residential building consent trend analysis over the past five years (which indicates the district's population has grown by approximately 2,500 people since 2006 – closest to the high series forecast).

It is considered that the "high" series provides a prudent assessment of future increased demand through population growth. Ashburton District's population looks set to continue this growth over the next ten years, reversing earlier trends of low or no growth.

Impact of Population Growth on this Activity*:* Ashburton District's population looks set to continue this growth over the next 10 years, reversing earlier trends of low or no growth. This population growth will put additional demands on existing facilities. It is anticipated that population growth will cause a commensurate increase on the demand for services in the Library activity in general.

Demographic Change

In addition to a growing population the demographics of Ashburton District are changing, a trend expected to continue in the future. In particular:

- The population, like that of New Zealand as a whole, is ageing. This trend is forecast to continue, with the over 65 population in the district expected to nearly double between 2006 and 2031. This age group is expected to account for almost one-quarter of the total district's population by 2031.
- The ethnic make-up of the district is changing with increased Maori and Pacific populations and an increasing proportion of international migrants.

Impact of Demographic Change: The aging population is expected to increase demand for Library facilities and services with an emphasis on more conventional items such as books and magazines. Housebound and rest home services may need to be further developed to respond to demand.

Increased ethnic diversity within the district is also expected to increase demand on facilities and services within this activity as facilities and services will increasingly need to reflect cultural diversity. This is likely to include increased demand for English Language (ESOL) materials.

Community Expectations

Council monitors resident satisfaction with the services and facilities it provides through an Annual Residents Survey undertaken by the National Research Bureau (NRB). Resident satisfaction is used as a guide to prevailing community expectations – i.e. if satisfaction drops while levels of service have remained the same there could be some shift in community expectations behind that change. Council will, when the situation requires, undertake more detailed research to ascertain whether this is the case.

Results from the NRB survey over the past three years that relate to this activity are:

Residents satisfied with the Council's library services (Target satisfaction rate 85%+ - don't know responses excluded)	2013	98%
	2012	98%
	2011	98%

Impact of community expectations: Overall community expectations of the facilities and services provided are expected to be impacted by the issues expected changes in population and demographics outlined above.

3.3 Significant Negative Effects

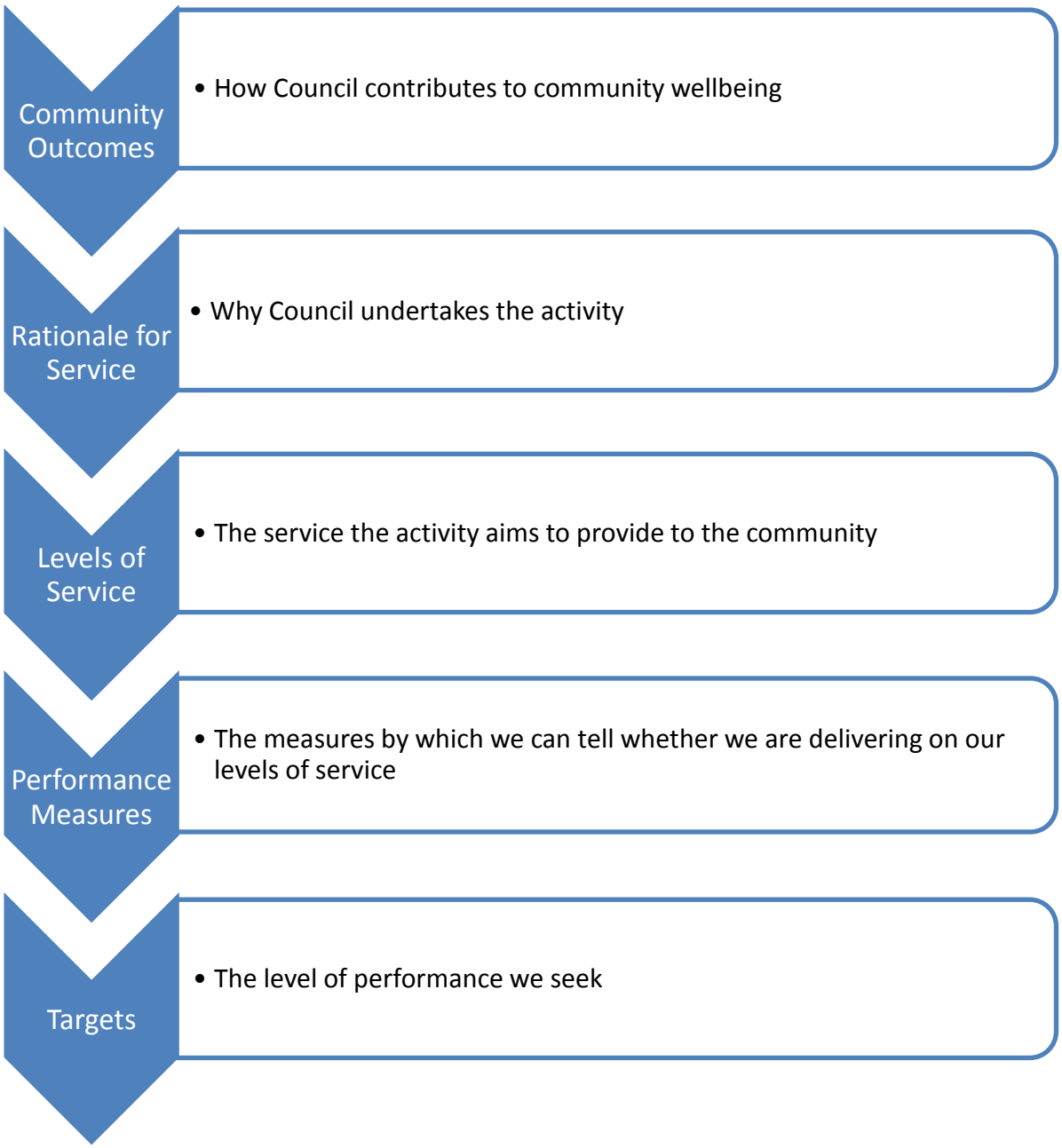
Council is required, under schedule 10 of the Local Government Act 2002, to outline any significant negative effects that any activity of Council may have on the social, cultural, environmental or economic wellbeing of the local community.

There are considered to be no significant negative effects arising from this activity.

4.0 Service and Performance

4.1 Performance Management Framework

Council's performance management framework provides a detailed, accurate account of performance management processes within the organisation. For each activity, the performance management framework clearly outlines why Council is involved in a particular activity, the levels of service Council will provide to the community, and measures which Council will use to ascertain whether we are achieving what we say we will do. The relationship between each of these elements is shown in the diagram below.



4.2 Community Outcomes

Ashburton District Council's community outcomes were developed in 2011/12 and provide high level goals for Council to work towards achieving for the district. All Council activities contribute to achieving one or more outcomes for the community. Supporting the community outcomes are more detailed levels of service statements.

The library activity primarily contributes to the following outcomes.

Community Outcomes	Contribution
An enjoyable place to live a. Our community has access to a range of cultural and heritage facilities and activities. b. Our district has sporting and recreational facilities that meet the district's needs. c. Our district offers opportunities for people of all ages to develop their skills and enrich their knowledge.	Making available a strong local history collection. Supporting the information and learning needs of residents of all ages by having materials available. Encouraging reading, and digital and information literacy. Offering a welcoming community place available to all for education, research, relaxation and recreation.

4.3 Rationale and Levels of Service

This section outlines why Council engages in this particular activity, and what Council aims to achieve in relation to this activity. Performance measures and targets (see over) provide a mechanism to monitor how well this is achieved.

Rationale

To enable all members of the community access to library resources for recreation and discovery.

Levels of Service

a) Library resources are current and relevant for the community.
b) The library service meets the needs of residents.

4.4 LTP 2012-22 Performance Measures

The following performance measures were set in Council's Long Term Plan 2012-22. These are the key indicators of Council's performance in delivering the levels of service set out above. Performance results will be reported each year in Council's Annual Report.

Levels of Service	Measure of Performance	Results	Target			
		2011/12 Actual	2012/13	2013/14	2014/15	2015/16 - 2021/22
Library resources are current and relevant for the community	Number of free internet sessions used.	NEW	53,586	40,000	40,000	40,000
	Number of books purchased per year.	4,541	5,147	4,500+	4,500+	4,500+
The library service meets the needs of residents	Residents use the district library service#	71%	71%	70%	70%	70%
	Number of items in the library system per resident.	3.4	3.4	3.5	3.5	3.5
	Residents are satisfied with the Council's library services.	98%	98%	90%+	90%+	90%+

Performance measures denoted with a # are also used by Council to monitor progress toward achieving community outcomes and are reported in Council's three-yearly State of the Community Report.

4.5 How We Measure Our Key Performance Indicators

Library resources are current and relevant for the community

Measure 1of 2	**Number of free internet sessions used**			
Targets	**Base (2012/13)**	**2013/14**	**2012/13**	**2015-16**
	53,586	40,000 sessions	40,000 sessions	40,000 sessions
Strategic Links				
How this measure signposts performance	Shows value of free internet provision in the library to community and visitors.			
Service contracts	Partnership Agreement with National Library of N.Z. 1 July 2011 to 30 June 2015.			
Legislation	Local Government Act 2002			
Responsibility				
Data provision	Library			
Activity Manager	Library Manager			
Senior Manager	Group Manager Service Delivery			
Monitoring Performance				
How	APNK Booking System			
When	Ongoing			
Methodology	The APNK Booking System automatically measures the number of "users" (sessions) used at the Ashburton District Library on an ongoing basis. This includes sessions on the library computers, and use of the WIFI system. The system generates a monthly report for the library, which can be aggregated for reporting on a tri-annual and annual basis.			
Reporting Performance				
Channel		**Timeframe**		
TPR		All		
Annual Report		October		
Improving Performance				
Responsibility	Library Manager			
Reviewing and improving performance	Review monthly usage statistics for trends in number, average length and type of sessions (PC or Wi-Fi).			
Additional Information				

Measure 2 of 2	Number of books purchased per year			
Targets	**Base (2010/11)**	**2011/12**	**2012/13**	**2014-15**
	4721 books	4541 books	5147 books	4500 books
Strategic Links				
How this measure signposts performance	Keeps current the amount of funding required for the purchase of new book titles, including e-books.			
Service contracts				
Legislation				
Responsibility				
Data provision	Library			
Activity Manager	Library Manager			
Senior Manager	Group Manager Service Delivery			
Monitoring Performance				
How	Report of Items Added			
When	As needed			
Methodology	Titles purchased during the financial year are recorded on the library computer system, which can be reported on as needed.			
Reporting Performance				
Channel		**Timeframe**		
TPR		All		
Annual Report		October		
Improving Performance				
Responsibility	Library Manager			
Reviewing and improving performance	Items reports used throughout the year to guide buying decisions. Average prices in the various categories allows an estimate of the budget required for the subsequent financial year.			
Additional Information				

The library service meets the needs of residents

Measure 1 of 3	Residents use the district library service			
Targets	**Base (2010/11)**	**2011/12**	**2012/13**	**2014-15**
	67% of residents	71% of residents	71% of residents	70% of residents
Strategic Links				
How this measure signposts performance	Shows relevance of library services to residents, not limited to borrowing of items.			
Service contracts				
Legislation				
Responsibility				
Data provision	Community Planning			
Activity Manager	Community Planning Manager			
Senior Manager	Group Manager Business Support			
Monitoring Performance				
How	Annual Residents Survey			
When	Annual			
Methodology	The Annual Resident Survey asks a sample of residents *"Have you or a member of your household, used or visited the District Library in the past year?"* The results are analysed, reported on and presented to Council and the community.			

Reporting Performance	
Channel	**Timeframe**
Finance and Community Services Committee	August/September
TPR	All
Annual Report	October
State of the Community Report	Triennial

Improving Performance	
Responsibility	Library Manager
Reviewing and improving performance	Discuss results, comparing with former years, note user profiles of respondents. Responses to open-ended questions can reveal new public expectations and possible service improvements. These may have budget implications. Implement user suggestions where practicable by including funding in budget/making minor operating changes. Monitor developments in the profession and trends of usage elsewhere that might attract higher public use of the service in Ashburton.

Additional Information

Membership is another measure that can be used. However, the tendency of users to keep current and use one card among a family, for convenience and better control of borrowed items, makes this a less reliable measure. It also fails to capture usage of the Library not involving the borrowing of items.

Measure 2 of 3	Number of items in the library system per resident			
Targets	**Base (2010/11)**	**2011/12**	**2012/13**	**2013-14**
	3.4 items	3.4 items	3.4 items	3.5 items
Strategic Links				
How this measure signposts performance	Indicates that items available are accessible, relevant and interesting to borrowers.			
Service contracts				
Legislation				
Responsibility				
Data provision	Library			
Activity Manager	Library Manager			
Senior Manager	Group Manager Service Delivery			
Monitoring Performance				
How	Library Database			
When	Monthly			
Methodology	The number of items issues is calculated on a monthly basis from the library database. Monthly issues are aggregated for the reporting period (with the target number of issues per annum adjusted pro rata where necessary, i.e. TPR). The Annual Estimated Population as at 30 June (latest year) from Statistics NZ will be used to calculate, from the above figures, the number of issues per head of population. The population estimate used in TPR 1 (November) will be used for the remainder of that financial year to ensure consistency.			
Reporting Performance				
Channel		**Timeframe**		
TPR		All		
Annual Report		October		
Improving Performance				
Responsibility	Library Manager			
Reviewing and improving performance	Analysis of monthly issue statistics for trends in borrowing, (age of borrower, type of item). Making purchasing/funding decisions according to levels of demand over a period of time. Removal of apparent barriers to borrowing. Monitor trends in other Districts, introduce new formats and services where practicable and applicable locally.			
Additional Information				
"Items" includes all library issues, including but not limited to books, periodicals, magazines, CD's, DVD's and videos				

Measure 3 of 3	Residents are satisfied with Council's library services			
Targets	**Base (2010/11)**	**2011/12**	**2012/13**	**2013-14**
	98%	98%	98%	90%
Strategic Links				
How this measure signposts performance	Shows public perception of the success of the library in serving the community. Also shows level of approval for public library services generally.			
Service contracts				
Legislation				
Responsibility				
Data provision	Community Planning			
Activity Manager	Community Planning Manager			
Senior Manager	Group Manager Business Support			
Monitoring Performance				
How	Annual Residents Survey			
When	Annual			
Methodology	The Annual Residents Survey asks a sample of residents *"How satisfied are you with the library service?"* Results are analysed and reported to the Finance and Community Services Committee and the community.			
Reporting Performance				
Channel		**Timeframe**		
F&C		August/September		
TPR		All		
Annual Report		October		
State of the Community Report		Triennial		
Improving Performance				
Responsibility	Library Manager			
Reviewing and improving performance	Discuss results, comparing with former years, note user profiles of respondents. Explore the provision of new services which may attract new users to the library.			
Additional Information				

4.6 Operational Performance Measures

Operational performance measures are reported six-weekly to the Finance and Community Services Committee. Operational measures include:

- Number and type of issues
- Number and type of memberships
- Foot traffic
- Number of reference enquiries
- APNK – uses, total time, average session time, number of wifi sessions

4.7 Performance Reporting

Reporting performance information is a key part of the performance management process and enables the performance of an activity to be considered through performance measures. These measures can detail level of service information, ongoing operational information and the activity's impact on community outcomes. Performance measure results can help to understand the effectiveness of different projects and initiatives and pinpoint areas for improvement and change.

Performance measures are defined to provide performance information at three levels:

1. Levels of Service performance measures identified in the Long Term Plan and are shown in the previous section under the heading– 'Performance Measures from the LTP 2012-22'
   These measures will be reported in:
   - Council's Annual Report
   - Tri-annual Performance reports to Council

2. Operational Performance measures relating to service delivery are shown in the previous section under the heading – 'Operational Performance Measures'. These measures will be reported to Council through the standing committee to which this activity reports.

3. Performance measures for monitoring progress to achieving community outcomes.
   - These measures will be reported in Council's State of the Community Report which uses indicators to monitor progress towards achieving community outcomes.

Note: Some measures may be used for more than one of the above reporting processes.

5.0 Asset Management

5.1 Asset Ownership, Valuations and Management

Asset	Valuation	Ownership	How Managed
Ashburton District Library			
Building		Council	The library building is managed by Council's Property department. Please refer to the Property activity management Plan for asset details.
Library collection	$323,792	Council	The library resource material is managed by the Library Manager.

6.0 Financial Information

6.1 Council's Revenue and Financing Policy for this Activity

The Revenue and Financing Policy contains Council's approach to funding operating and capital expenditure from available sources, determining who pays for Council activities and on what basis.

Library	
Who benefits / creates need?	Users of the library are the main beneficiary of the service provided. • Private benefit 100%
Period of benefit	Ongoing.
Other considerations	Council considers there is no practical way to collect the private benefit from users. All funding is therefore allocated district-wide. Council recognises that all residents can equally benefit from the services provided by the library.
Funding	**Operational Expenditure:** • Uniform Annual General Charge 100% **Capital Expenditure:** Capital expenditure for this activity is funded in the same way as operational expenditure.
Other funding	**Other Revenue – User Charges:** User charges through rentals and fines currently contribute around 6% of the costs of providing this service. Cost allocation in this policy excludes this funding.

6.2 Development and Financial Contributions

There are no development contributions associated with this activity.

6.3 New Capital Expenditure 2012-22

Capital expenditure for this activity is included in the Long Term Plan document in the group of activities budget for Recreation and Leisure. New capital expenditure for this activity over the next ten years includes:

Description	2013/14 $000	2014/15 $000	2015/16 $000	2016/22 $000
Library books	119	119	120	750
Other library assets	1	2	2	12
TOTAL	**120**	**121**	**122**	**762**

Building Assets: Capital expenditure related to the library building is covered by the Property activity of Council. Please refer to the Property activity management plan for further details.

6.4 Capital Renewals 2012-22

Capital renewals for this activity are included in the Long Term Plan document in the group of activities budget for Recreation and Leisure. Capital renewals for this activity over the next ten years include:

Description	2013/14 $000	2014/15 $000	2015/16 $000	2016/22 $000
Library renewals	1	1	1	6
TOTAL	**1**	**1**	**1**	**6**

Building Assets: Cyclic renewals related to the library building is covered by the Property activity of Council. Please refer to the Property activity management plan for further details.

6.5 Operational Expenditure 2012-22

Operational expenditure for this activity is included in the Long Term Plan document in the group of activities budget for Recreation and Leisure.

6.6 Activity Budgets

Forecast Activity Costs 2012-22

2011/2012	Description	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
	INCOME										
52,647	Operating Income	59,955	61,352	63,018	64,495	66,413	68,349	70,324	72,371	74,692	77,031
24,639	Overhead Recoveries	10,389	10,721	11,064	11,440	11,840	12,242	12,647	13,064	13,535	14,009
77,286		70,344	72,073	74,082	75,935	78,253	80,591	82,971	85,435	88,227	91,039
	OPERATING EXPENDITURE										
530,730	Operating Expenditure	516,820	528,445	542,783	558,657	575,155	590,968	606,672	624,482	643,803	663,679
140,000	Rental	140,000	144,480	149,100	154,168	159,558	164,976	170,422	176,050	182,392	188,776
108,245	Depreciation	110,910	115,014	118,929	122,977	127,402	132,116	137,273	143,041	149,196	155,762
225,102	Overhead Charges	252,983	262,345	273,887	279,481	289,054	303,601	308,993	318,940	334,704	342,849
1,004,077		1,020,713	1,050,283	1,084,699	1,115,283	1,151,169	1,191,662	1,223,361	1,262,513	1,310,095	1,351,066
-926,791	**OPERATING SURPLUS / (DEFICIT)**	**-950,369**	**-978,210**	**-1,010,617**	**-1,039,348**	**-1,072,916**	**-1,111,071**	**-1,140,390**	**-1,177,078**	**-1,221,868**	**-1,260,027**
0	Capital Income	0	0	0	0	0	0	0	0	0	0
0	Loans Raised	0	0	0	0	0	0	0	0	0	0
0	Loans Repaid	0	0	0	0	0	0	0	0	0	0
0	Cyclic Renewals	0	0	0	0	0	0	0	0	0	0
116,400	Capital Expenditure	115,400	119,670	123,743	127,956	132,560	137,464	142,831	148,831	155,236	162,068
108,245	DISP Funding	110,910	115,014	118,929	122,977	127,402	132,116	137,273	143,041	149,196	155,762
5,000	Transfers to Special Reserves	5,000	5,000	5,000	5,000	0	0	0	0	0	0
0	Transfers from Special Reserves	0	0	0	0	0	0	0	0	0	0
0	Increase / (Decrease) of Separate Reserves	-5,000	-5,000	-5,000	-5,000	0	0	0	0	0	0
-939,946	**Rate Required**	**-954,859**	**-982,866**	**-1,015,432**	**-1,044,327**	**-1,078,074**	**-1,116,419**	**-1,145,947**	**-1,182,869**	**-1,227,908**	**-1,266,333**
	RATE REQUIREMENT										
281,984	General Rates UAGC	954,859	982,866	1,015,432	1,044,327	1,078,074	1,116,419	1,145,947	1,182,869	1,227,908	1,266,333
657,962	Targeted Rates	0	0	0	0	0	0	0	0	0	0
939,946		**954,859**	**982,866**	**1,015,432**	**1,044,327**	**1,078,074**	**1,116,419**	**1,145,947**	**1,182,869**	**1,227,908**	**1,266,333**

2013/14 Activity Budget

BUDGET 2010/2011	Description	Notes	BUDGET 2011/2012	LTCCP 2011/2012	*Variance 2011/2012*
	INCOME				
65,000	Operating Income		52,647	65,522	*-12,875*
39,599	Overhead Recoveries		24,639	44,173	*-19,534*
104,599			77,286	109,695	*-32,409*
	OPERATING EXPENDITURE				
500,934	Operating Expenditure		530,730	523,140	*7,590*
140,000	Rental		140,000	138,166	*1,834*
140,631	Depreciation		108,245	142,013	*-33,768*
240,159	Overhead Charges		225,102	301,147	*-76,046*
1,021,724			1,004,077	1,104,466	*-100,389*
-917,125	**OPERATING SURPLUS/(DEFICIT)**		**-926,791**	**-994,772**	***67,981***
0	Capital Income		0	0	*0*
0	Loans Raised		0	0	*0*
0	Loans Repaid		0	0	*0*
0	Cyclic Renewals		0	0	*0*
140,630	Capital Expenditure		116,400	122,916	*-6,516*
140,631	DISP Funding		108,245	142,013	*-33,768*
5,000	Transfers to Special Reserves		5,000	5,000	*0*
0	Transfers from Special Reserves		0	0	*0*
0	Increase / (Decrease) of Separate Reserve		0	0	*0*
-922,124	**Rate Required**		**-939,946**	**-980,675**	***40,729***
	RATE REQUIREMENT				
276,638	General Rates		281,984	294,203	*-12,219*
645,488	Targeted Rates		657,962	686,473	*-28,511*
922,126			**939,946**	**980,676**	***-40,730***

7.0 Significant Forecasting Assumptions and Risk Management

7.1 Assumptions

Organisational Assumptions

Issue	Information Source	Assumptions
Inflation	Berl Price Adjuster	Inflation is budgeted for the years 2013/14 onwards. The level of inflation has been derived from the forecasts prepared for Local Government New Zealand by BERL and deal primarily with areas of expenditure local authorities are exposed to through their business.
Interest Rates	Council Analysis	Assumed interest rates for new loans and investments in this Long Term Plan have been calculated on an average of Council's current and expected interest costs and returns. The interest rate, using this method, is assumed to be 6%.
District Population Growth	Statistics NZ Population Forecasts	Population growth is assumed to be in line with Statistics New Zealand's population forecasts for Ashburton District (using 2006 as the base year), using the "high" series of figures. See section 3.2 of this document for further details on population growth assumptions.
Natural Events/ Disasters	Council Analysis	Natural events such as storm or earthquake damage can happen at any time but have been assumed not to happen for the purposes of preparing this plan. This plan has, therefore, been prepared on the basis that no unforeseen natural events will affect Council's assets and business.
Climate Change	Council Analysis	Climate change impacts have been assumed to not impact on Council business scope or cost of business in a material way over the next 10 years.
Nature of Council Business	Council Analysis	Legislative requirements may change the nature of Council's business from time to time. No potential legislative changes have been identified that might impact on this activity. Council monitors community expectations through its annual resident's survey, community consultation processes and working with community organisations. It has been assumed there will be no changes in the general nature of Council's business.

Activity-Specific Assumptions

Issue	Information Source	Assumptions
Community expectations/ levels of service	Council Analysis	Council monitors community expectations through its annual resident's survey, community consultation processes and working with community organisations. It has been assumed there will not be significant changes to the levels of service expected through this activity.
Need for branch library development	Council analysis	It is uncertain how long the existing arrangement of providing grant money and bulk loans of books to Methven and Rakaia's volunteer subscription libraries will continue to be sufficient. A demand for branch libraries with a full public library service and longer opening hours may arise
Increase in size of aged population	Council analysis	Predictions are for an increase in the size of the aged population. It is assumed that this is correct and that there will be a steady demand for the library service from that group and that there may be a demand for housebound or rest home services

7.2 Risk Management

Risk	Likelihood/ Impact	Potential Impact/ Mitigation
Inflation is significantly different from Berl Price Adjusters	Low/ Low	A change in the inflation rate tends to affect all areas of the economy and not just Council rates. The impact of a variance in inflation is therefore not considered to have a serious effect on Council's business. Annual Plan budgets will reflect the prevailing rate of inflation on annual basis. Forecast rate requirements may therefore vary from those stated in the LTP.
Interest rates vary significantly from assumed levels	Medium/ Medium	A change in interest rates impacts on the cost of capital and the return on capital. Council uses a range of measures to mitigate the impact of a rise in interest rates. As Council's level of external borrowing increases this risk rises. Council has imposed a borrowing limit through its financial strategy as detailed in the Long Term Plan 2012-22. Annual Plan budgets will reflect interest rates on annual basis. Forecast rate requirements may therefore vary from those stated in the LTP.
District population growth varies from assumed level	Low/ Medium	It is considered unlikely population growth will differ from the Stats NZ forecasts to an extent that causes material difficulties for Council. Most projects potentially impacted by population changes tend to be of a long-term nature that can be adjusted in terms of timing and scale to suit population projections.
Natural Events/ Disasters	Low/ High	Council manages risk associated with natural disasters through insurance. No specific measures have been included in this activity for any such event.
Climate Change	Low/ Medium	The risk of any event impacting materially on this activity over the next 10 years is considered low. No specific provisions have been made in this activity for any impacts.
Demand for increase in branch services	Medium / Low	Additional resources would be required for premises, stock and staffing. The situation will continue to be monitored for changes in demand
Increase in size of aged population	Low / Low	The impact of an increased aged population should be that demand for the existing service remains or even increases for house bound services. The impact/risk should be relatively low even given variations to the general assumption.

8.0 Consultation

8.1 Overview of Consultation Undertaken

Consultation processes that have informed the development of this Activity Management Plan are:

1. **Annual Residents Survey:** Commissioned annually by Council and conducted by National Research Bureau the survey covers resident satisfaction with the delivery of Council facilities and services. The information is used to consider the level and quality of service provided.

2. **Long Term Plan / Annual Plan:** Annual consultation regarding any proposed Long Term Plan or Annual Plan. Consultation involves circulation of plan statements of proposal and summaries for community evaluation. It includes community presentations and open days to provide community discussion of the proposal.

   This consultation meets the requirements of ss83-85, and s89 of the Local Government Act 2002.

8.2 Proposed Future Consultation

It is proposed to continue with the above processes.

9.0 Legislative and Strategic Links and Compliance

9.1 Legislative and Strategic Linkages

Legislation Impacting on This Activity

- Local Government Act 2002
- National Library of New Zealand Act 2003
- Copyright Act 1994
- Privacy Act 1993

Strategic Planning Documents with Links to this Activity

- Ashburton District Council Long Term Plan 2012-22
- N.Z. Digital Strategy 2.0

Council Policies with Links to this Activity

- Library Collection Management Policy

Other Organisations with Significant Links to this Activity

- National Library of New Zealand
- Library and Information Association of New Zealand
- LIAC (Library and Information Advisory Committee)
- Association of Public Library Managers

Other Community Linkages

- ASHNET (Ashburton School Libraries Network)
- Ashburton Museum and Art Gallery
- Ashburton Family History Group
- Altrusa Club of Ashburton
- Aoraki Polytechnic
- Salvation Army Employment Plus
- Y.M.C.A.
- Ashburton College Community Learning Centre (Menorlue)
- Ashburton Adult Learning Centre
- ACE – Adult and Community Education Network
- Social Services Network

9.2 Bylaws

There are no bylaws that impact directly on the library activity.

9.3 Compliance with Legislation, Strategy and Policy

Specific legislation, resource consents, strategies, and policies that apply to the library activity are listed in the tables below. These tables also describe the compliance implications for the service provided.

Legislative Requirements

Policy / Strategy / Issue	Purpose	Impact on this activity	Compliance achieved by	Assurance is obtained by	Responsibility	Non-compliance risk impact rating
Local Government Act 2002						
National Library of NZ Act 2003						
Copyright Act 1994						
Privacy Act 1993						

Resource Consents

There are no resource consents associated with this activity.

Corporate Policy / Business Management

Policy / Strategy / Issue	Purpose	Impact on this activity	Compliance achieved by	Assurance is obtained by	Responsibility	Non-compliance risk impact rating
NZ Digital Strategy 2.0						
Library Collection Management Policy	Sets out the criteria to be used in selecting, maintaining and withdrawing library material	Library material acquisition, care and disposal only in accordance with policy.			Library Manager	Low