



**CENTRAL
HAWKE'S BAY**
DISTRICT COUNCIL



Central Hawke's Bay District Libraries

Strategic Framework 2019 – 2024

Together we Thrive! E ora ngātahi ana!

**Central Hawke's Bay District Libraries:
Strategic Goals 2019 – 2024**

Connecting Minds, Creating Futures

Four new strategic goals will help guide Council define its role and purpose of its library services over the next five years.

Achieving the vision of **'connecting minds – creating futures'** recognises that collectively through the power of community, we have the ability to change futures – Together we Thrive!



Goal One

LEADING THE WAY RELEVANT TO ALL

Result:

Our community understands how our Library can enrich their lives.

Result:

Our physical and digital library spaces are reimagined to meet the demands of our community now and into the future.

Result:

Library services are future focused and responsive to change.



Goal Two

FACILITATOR FOR DISCOVERY, INNOVATION & LIFELONG LEARNING

Result:

Strategic partnerships are leveraged to strengthen library experiences.

Result:

Our electronic and physical content is relevant, easy to access and easy to use.

Result:

Our community is exposed to new experiences that support lifelong learning.

Result:

Staff are learners, confident in their ability to help our community.



Goal Three

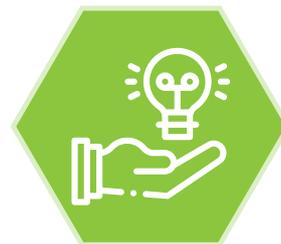
EMPOWERING OUR COMMUNITY TO LEAD BETTER LIVES

Result:

Experiences add value and contribute to a sense of well-being, belonging and local identity.

Result:

People have the confidence and willingness to try new experiences.



Goal Four

INSPIRING EVERYONE TO THRIVE

Result:

We give people hope, purpose and support to reach their potential.

Result:

We are facilitators to support and enable strong communities and a prosperous and proud district.

Introduction

'I started with a book and that led me to a library and that led me everywhere' Sir Terry Pratchett

As the pace of life and the demands on the individual and family have increased, libraries have become an oasis of welcome discovery and stress relief.

Libraries are in many ways the modern public square; they embody the very idea of community. The last 'free' spaces, our libraries provide central locations where individuals and groups can come to relax, learn, innovate and connect with knowledge in the widest sense.

Libraries traditionally provided places where anyone who comes through the door can ask for assistance in selecting a book or using the catalogue. The need for one to one help has now rapidly expanded to include the many facets of modern technology, as well as and supporting community literacy and knowledge – whether supporting local employment or personal well-being.

With an aging population and an increase in people living alone, Libraries have an important role to play in reducing social isolation and loneliness - fast emerging as a major issue facing modern society.

As part of the Central Hawke's Bay District Council's Thrive vision, the well-being of all members of our community is recognised as a vital component of our business. Libraries play a key role in the delivery of the Four well-beings, which are to restore the social, economic, environmental and cultural well-being of communities.

We have big ambitions for our library services of the future, taking our community's libraries to places nobody expected them to go! We want to challenge the status-quo of libraries, exploring and discovering opportunities that will revolutionise the services and value that libraries bring to Central Hawke's Bay.

This Libraries Strategic Framework provides the opportunity for Council to clearly articulate and align its services to deliver on regional and local priorities – whether social, economic, cultural or environmental.

Supporting our community to Thrive – we look forward to seeing this framework deliver transformational change for Central Hawke's Bay.



Goal One



Leading the way – Relevant to all

Where are we now?

The demands on society and the community to stay connected to each other and the world are increasing every day. The challenge for libraries is to be proactive in helping to meet the needs of our stakeholders and customers.

Libraries are no longer just about books and literacy, although we recognise celebrating the love of reading will always be at our core. We recognise the importance of literacy in all its forms and having a community that is digitally connected and capable.

We have a strong following of members that in large, use the library and recognise it in the traditional sense of a lending institution. However, in recent years, our community have looked to library services in a much wider sense - as a place of warmth, hope and safety, where our services enable people to live fulfilling lives and participate in democracy.

We are on a journey to ensure our services are relevant to all in our community. As a service we are in a unique position to be ready to respond to deliver library services, to a greater extent to support Central Hawke's Bay to thrive, enhance the reputation of Council and deliver outcomes to support the Well-Beings.

Where do we want to be?

We want to take our community's libraries to places nobody expected them to go!

We want to challenge the status-quo of libraries, exploring and discovering opportunities that will revolutionise the services and value that libraries bring to Central Hawke's Bay.

While we always want to recognise and respect the value of our core services, we need to recognise that libraries of the future will be much greater than the traditional lending or community institutions they are today.

We want to be recognised as a service that leads New Zealand, based on leading innovative international best practice – right sized to reflect the unique needs of Central Hawke's Bay. This will result in game changing technology and service solutions that will empower people to live better lives, building the economic and social wellbeing of our people and supporting Central Hawke's Bay to thrive.

We want all in our community to understand and use our services.

We want our services, collections and programmes to be more reflective of our communities diverse needs, to enable them in whatever form to Thrive.



Desired Result	Actions
<p>Our community understands how our Library can enrich their lives.</p>	<p>Work collaboratively on a local, regional and national basis to enable us to deliver innovative and best practice opportunities and services that are relevant to our community.</p> <p>Ensure we are responsive to feedback and make change to ensure we continue to deliver outcomes that support the well-beings and meet the needs of our community.</p> <p>Creating local connections with service groups, businesses and services to explore and share how our libraries can support community and enrich lives.</p> <p>Create and nurture readers by partnering with parents, whanau, schools and other organisations to strengthen family literacy.</p>
Desired Result	Actions
<p>Our physical and digital library spaces are reimagined to meet the demands of our community now and into the future.</p>	<p>Deliver some shorter-term changes to our library spaces to ensure they are functional and meet the needs of our community.</p> <p>Plan and prepare for a significant improvement long-term of the Waipukurau Library, either within the existing building or at a new site to further support library and other community and business services.</p> <p>Make physical changes to the layout of Waipawa Library and specifically its meeting room to make all areas more accessible for our communities.</p> <p>Provide technologies that help people connect and to grow ideas, greater than their own imagination.</p> <p>Explore opportunities to understand how we can innovatively service our rural communities.</p>
Desired Result	Actions
<p>Library services are future focused and responsive to change and diversity</p>	<p>Undertake a major strategic review of library services no later than 2024.</p> <p>Take advantage of new technology to create unique opportunities for Central Hawke’s Bay as they arise.</p> <p>With the use of technology, identify opportunities to expand access to our services outside of our current opening hours.</p> <p>Grow our presence and participation in regional and national technology consortia and initiatives</p> <p>Actively seek out opportunities to pilot or try innovative and new solutions for library services in the widest sense, to be a catalyst for change and a leading library in New Zealand.</p>
Desired Result	Actions
<p>Celebrating culture</p>	<p>Acknowledge the special position of Māori as tangata whenua and partners under Te Tiriti o Waitangi in library services and activities, ensuring services meet the needs of Māori within the community and are adaptable as those needs change.</p> <p>Embrace our increasingly multicultural community, while recognising the importance of Tangata Whenua through increased use of Te Reo in communications and celebrating other cultures within Central Hawke’s Bay.</p> <p>Ensure tangata whenua have a presence and are recognised in reimagined library spaces.</p>

Goal Two



Facilitator for discovery, innovation and lifelong learning

Where are we now?

We have begun on our journey of discovery, innovation and lifelong learning, – adopting a try, test and evaluate approach, with a ‘can-do’ attitude to opportunities as they come along.

We are working more closely with community service groups and agencies, along with other council departments to support and deliver literacy in the widest sense now to our community.

We have started to test our community’s appetite and desire for knowledge and learning – outside of the traditional perception of library, introducing opportunities for discovery such as 3D design and printing, stop motion animation, through to supporting knitting groups to reduce social isolation.

We have begun on this journey of community-initiated learning, and our community are ready and excited about the opportunities for discovery, learning and self-improvement that library services can support.

Where do we want to be?

We want people to recognise our services as the first place to access opportunities to explore and discover new skills, experiences and knowledge.

We want to support the creation of a more equitable community through partnerships and by offering services to all.

We want to support people’s ability to have intellectual freedom, to create innovative and new solutions to challenges, while supporting our community to celebrate our unique diversity.

We want to continue on our journey of exploration and discovery, identifying and creating new opportunities for our community to experience, learn and discover the unknown to reach to their potential.

We want our services to be the spark and the disruptor that creates the change in people lives from their experiences with us, to inform their future careers, social wellbeing or life fulfilment.



Desired Result	Actions
<p>Strategic partnerships are leveraged to strengthen library experiences.</p>	<p>In conjunction with our partners, develop an annual coordinated programme calendar including – Sustainable ewe, waste minimisation, schools, U3A groups and communities, Ministry of Social Development, Early Settlers Museum, EPIC Ministries and others.</p> <p>Explore and understand how our services can support business start-up assistance in coordination with Business Hawkes Bay and our Districts Economic Development Strategy.</p> <p>Further encourage local schools to supplement their school library resources by using Central Hawke’s Bay Library spaces and content and sharing knowledge about future libraries with schools.</p>

Desired Result	Actions
<p>Our electronic and physical content is relevant, easy to access and easy to use.</p>	<p>Identify opportunities to improve our outreach services to isolated people and to those with limited ability.</p> <p>Expand the availability of online and digital resources.</p> <p>Update the Content and Resources Framework to ensure content continues to be relevant, culturally inclusive and reflects our diverse community now and into the future.</p>

Desired Result	Actions
<p>Our community is exposed to new experiences that support lifelong learning.</p>	<p>Take advantage of new resources that expand our community’s knowledge horizons.</p> <p>Invest in and promote in-library and online learning opportunities.</p> <p>Implement a comprehensive range of facilitated community programmes and experiences that support lifelong learning.</p> <p>Take digital capability and creativity to the next level by exploring opportunities as they arise.</p>

Desired Result	Actions
<p>Staff are learners, confident in their ability to help customers.</p>	<p>Involve all staff in a culture of continuous learning – all empowered to say “yes” and connect and support our community.</p> <p>Support staff by providing opportunities for them to develop the skills and techniques necessary to have positive interactions with all library users.</p> <p>Embrace new technology to increase effectiveness.</p> <p>Create and implement a staff development programme to continue to develop staff knowledge and professional skills to deliver services that are valued by our community and meet their changing needs.</p>

Goal Three



Empowering our communities to lead better lives

Where are we now?

Our services already enrich our communities lives, by creating opportunities to empower people through learning, knowledge and discovery.

Our libraries are already demonstrating that they are actively reaching beyond the library walls to offer services to all age groups and ethnicities. This is most obvious with services to the elderly, school age children and preschoolers.

We want to continue to build on the opportunities we have already sought out, such as Automobile Association (AA) Services, to ensure our community can thrive.

Our services are positioned well and ready to extend our role to support our community to lead better lives.

Where do we want to be?

We want our services to provide opportunities for our people to explore and enrich their potential in order to enhance their lives, their work, their community and their world, through self-exploration and collaboration.

In the shorter term, we want to continue to work with our community to harness its talent and resources, connecting individuals to achieve individual and community aspirations.

Long-term, we want our community to have a level of confidence in our services and resources beyond that of a traditional library service, where they have confidence to lead, rather than be led in the delivery of services and programmes to all.

Ultimately supporting our community to facilitate programmes, we want our role long term to be simply as an enabler for opportunities to become reality.

Overall, we want our role to be recognised as key to supporting our community to Thrive.



Desired Result

Experiences add value and contribute to a sense of well-being, belonging and local identity.

Actions

Explore and identify opportunities for our community to volunteer, lead and support aspects of our services to increase the focus on community outreach, beyond the library walls.

Ensure developed programmes and experiences for lifelong learning are linked to Thrive initiatives and strategic priorities.

Explore and develop a Policy on the services role in local heritage and history, to celebrate local history.

Desired Result

People have the confidence and willingness to try new experiences

Actions

Work with our partners to ensure that barriers to participation for those most vulnerable in our community are removed.

Explore intergenerational opportunities through programmes and activities that share learning and knowledge across all ages.

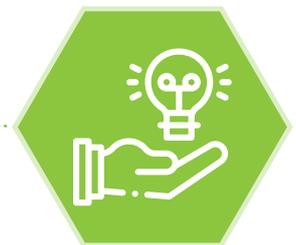
Identify new opportunities to break down barriers and change people's perception of library and our services.

Identify and implement opportunities to showcase and demonstrate how the world of libraries is changing and how our services can support people in the widest sense.

Identify our young people who are most vulnerable and focus on programmes that encourage them to feel confident to support the delivery of programmes.



Goal Four



Inspiring everyone to thrive

Where are we now?

We've started on our journey to become enablers to support our community to thrive!

We're already participating and delivering services that support and inspire our community to thrive, whether through free modems to homes, or supporting events with our partners that boost our local identity.

We are ready to do more with our community, to embrace opportunities as they come along to support our community to Thrive.

Where do we want to be?

We want to be enablers that form part of the wider community development network that supports and inspires our community to Thrive!

In the shorter term, we want to ensure that we are appropriately communicating with our community and that they understand the great opportunities that library services can add to their lives.

We want to be in a position where we can share and celebrate the achievements of our community and how our services have supported them in making those achievements.

Through connections with existing Council groups – such as Positive Ageing, Youth and Disability, we want to be present and understand how library uniquely contributes to the wellbeing of our community. We also want to expand our connections across Council, the community and other government and non-government providers.

More than anything else, we want everything we do to support Central Hawke's Bay to thrive!



Desired Result

We give people hope, purpose and support to reach their potential

Actions

Review in the shorter term our communication methods and approach to create inviting and inspiring messages to our community.

Share and celebrate the good news and outcomes that our services have created with our community.

Explore opportunities with complementary activities to advertise and market our services to our community.

Desired Result

We are facilitators to support and enable strong communities and a prosperous and proud district.

Actions

Create local connections to our local, regional and Central Government Service providers to support and ensure our community reach their full potential.





A library in the middle of a community is a cross between an emergency exit, a life raft and a festival. They are cathedrals of the mind; hospitals of the soul; theme parks of the imagination. On a cold, rainy island, they are the only sheltered public spaces where you are not a consumer, but a citizen, instead.

Caitlin Moran



CENTRAL HAWKE'S BAY DISTRICT COUNCIL

www.chbdc.govt.nz • thrive@chbdc.govt.nz • 06 857 8060
PO Box 127 • 28 - 32 Ruataniwha Street, Waipawa 4210



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