TIMARU
DISTRICT COUNCIL
Te Kaunihera ā-Rohe
o Te Tihi o Maru

Timaru District Libraries

Activity Management Plan

2027-2037

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Part 1: Strategic Management

About this Activity

What does it deliver to our community?

From 7 April 1862 a Reading Room existed on Barnard Street, Timaru. Mechanics Institutes, the forerunners of public library services, were established in Timaru, Temuka and Geraldine in the 1870s. The Carnegie Corporation of New York gave funds to establish a free library service in Timaru in June 1909.

Timaru District Libraries was established in 1989 bringing together Timaru, Temuka and Geraldine Public Libraries. Combined library & service centres were established at Temuka in 1997 and Geraldine in 2002.

Timaru District Libraries provides a public library service to connect residents with information that is important to all aspects of their lives and to promote and support reading and literacy. This public library service is delivered from libraries at Timaru and Library & Service Centres at Geraldine and Temuka. All library members have access to our digital services. Temuka Library & Service centre also acts as an information centre for the township.

Timaru Library is open seven days per week and Temuka and Geraldine Library & Service Centres, six days per week. Online services and access to electronic databases are available seven days a week and 24 hours a day.

The library facilities are well used by our communities. In addition to borrowing physical items, library users make extensive use of facilities and resources such as newspapers, APNK computers, Wi-Fi, photocopying, scanning, study places, and in-library reading of historical collections. The libraries are also teaching spaces for individuals, school classes and the public, meeting places for groups, and places for the sharing of community information.

Temuka and Geraldine Library & Service Centres play an integral role in the delivery of a wide range of Timaru District Council services to the Temuka and Geraldine residents and connecting residents with council staff where required.

Timaru District Libraries co-operate nationally with other agencies to enable access to inter-library loan services and various online databases. Broadband and computer use is provided free to the public via the Aotearoa People's Network Kaharoa (APNK), funded jointly by the government and Council. Timaru District Libraries are part of a national consortia (Kōtui) which supplies the library management system (LMS).

The NZ Government and Timaru District Council strongly support its library services, viewing them as an essential service.

Our Motto:

Explore, Encourage, Engage, Enrich.

Mission:

We transform lives by educating, inspiring, and connecting with people.

Vision:

Timaru District Libraries enriches lives and builds community through opportunities to learn, to gain knowledge, to interact and to grow.

Goals:

- Our community will discover library resources and programmes that anticipate and satisfy their needs for everyday information, enjoyment, and enlightenment.
- Our community will look at the libraries for the highest level of customer service, guided by friendly and knowledgeable staff.
- Our community will have library resources to support schoolwork and independent learning at every age, helping to build skills and interests needed for life-long learning.
- Timaru Library will collect, preserve and maintain materials that document the history of South Canterbury in the Aoraki Heritage Collection.
- Timaru District's children will grow up in an environment that is rich in stories and literature, where a love of reading is valued and encouraged.
- Our community will have access to technological resources and connectivity supporting digital literacy and learning initiatives.
- Our community will be drawn to welcoming, safe library environments that reflect the community's changing needs.
- Our engagement with stakeholders will be through partnerships, collaboration, consultation, information and knowledge sharing, and community feedback.

The service we provide

Timaru District Libraries and Library & Service Centres are customer focused on their delivery, usage and collection content.

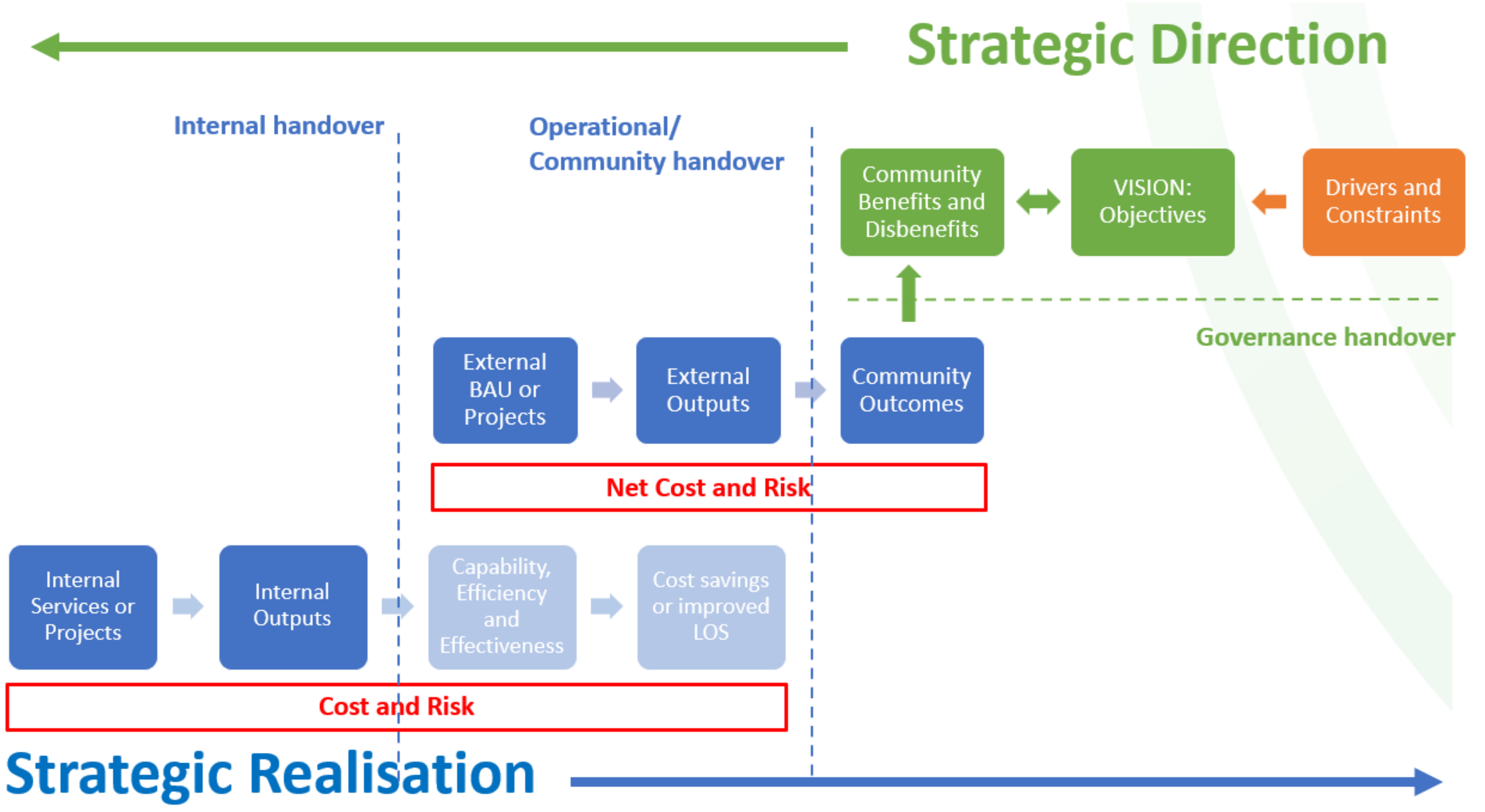
The libraries are vibrant friendly community hubs offering a range of experiences from cradle to grave. They have multiple roles and add value to a number of levels in the community. They represent different things to different people at different times. We foster social connectedness, lifelong learning, creativity, relaxation, wellbeing, skills development, and literacy. They are pivotal in the development of resilient and cohesive communities.

The libraries assist with social cohesion through positive social interaction. This is of value to all members of the community and is particularly helpful for vulnerable members such as some older and younger people or those with a disability, itinerant workers, people newly arrived from overseas, former refugees and homeless people. For vulnerable groups, the libraries help to build bridges of support with other members of the community and promote inclusiveness.

The enthusiasm with which the library staff have embraced their role in building connected communities, is matched only by the eagerness of the community to participate.

Timaru District Libraries deliver a broad and inclusive programme of activities that support learning, wellbeing, community connection, and access to services across the district. Highlights include the Sunsational Summer Challenge delivered in collaboration with other Council units, access to Alpine Energy Heat Kits, free device and computer classes, school holiday programmes, Te Reo and Sign Language classes, author visits, health checks, St John's children education sessions, Royal New Zealand Ballet dance educator workshops, and practical community initiatives such as the Temuka free seed library and community fruit and vegetable stand. The libraries also continue to support residents through all service centre functions, including rate rebates, and AA driver licence renewals in Geraldine.

Strategic Alignment



NB Note that Outcomes and Benefits for *internal* services or projects will *also* be internal in the form of enabling capability, efficiency or effectiveness in *other* business units who can then improve or maintain a LOS or realise cost savings. Outcomes and Benefits for internal services or projects should therefore describe the opportunities they enable *across other business units.*

How does this activity contribute towards Council/your key stakeholders stated strategic priorities for 2027-37?

Libraries BAU Activities: Strategic Alignment Map

BAU Activities →	Outputs →	Outcomes →
Operate and maintain the Timaru Library and the Temuka & Geraldine Library & Service Centres.	Timaru is open 7 days/week; Temuka & Geraldine 6 days/week; online services available 24/7. Safe, accessible (close to home), well-maintained library facilities and community spaces across the district. The service centres provide access to a full range of council customer services.	Residents visit and use library buildings, study and meeting spaces, and access Council services at Timaru, Temuka & Geraldine for socialisation, learning and recreation.
Select, develop, curate and lend physical and digital collections (books, magazines, newspapers, DVDs, eBooks, eAudiobooks, databases).	A broad, current, relevant and affordable (few cost barriers) collection available in branch and online.	Members borrow and access materials in the format that suits them, in-library and remotely.
Provide free public access to technology (APNK computers, Wi-Fi, printing, scanning) and support digital literacy.	Public computing, connectivity and staff-assisted digital help at every branch.	Community members without their own devices or connectivity have online access, complete tasks (including accessing government and other essential services) and build digital skills.
Plan and deliver community programmes, classes and outreach events for adults and youth.	Regular programmes (literacy, digital classes, children and youth activities) and community events.	Residents of all ages participate in learning, creative, and social activities at the library.
Acquire, maintain and preserve the Aoraki Heritage Collection and local/family history resources.	Preserved heritage collections and digitised local history (e.g. via Recollect).	Community and researchers access and use South Canterbury's documented history.
Deliver inclusion and outreach services (Housebound, Books4U, device-advice sessions) and Service Centre functions at Temuka & Geraldine.	Library services delivered beyond the branch, plus Council information and services at Temuka & Geraldine.	Housebound, rural and vulnerable residents access library services and connect with Council.
Apply environmentally sustainable operating practices (energy-efficient LED lighting, improved heating and ventilation, reduced and double-sided printing, recycling and sustainable products).	Lower-emission, resource-efficient library facilities, and operations.	Community uses library services delivered with a reduced environmental footprint.

Benefits →

- Social connection, resilience, inclusion and wellbeing.
- Improved literacy, learning and recreation for all ages.
- Social equity and democratic representation.
- Community mental, emotional and cultural health improved through learning and creativity.
- Local identity and culture are preserved for future generations.
- Reduced carbon emissions and operating costs; environmental stewardship.

Strategic Priorities

- Enhanced Lifestyles – Facilities & Services; Resilient Infrastructure
- Diverse Economy
- Connected Citizens
- Resilient Infrastructure
- Sustainable Environment – Clean Environment

← Drivers

- Local Government Act 2002; Standards for NZ Public Libraries 2004; Health & Safety at Work Act 2015
- Collection Development Plan; Copyright Act 1994; PLNZ Strategic Framework
- Digital Strategy 2.0 / e-Government Strategy; Local Government Act 2002
- PLNZ Strategic Framework; Annual Unit objectives
- Archives Act 2005; Collection Development Plan
- Local Government Act 2002; digital inclusion policy
- Council climate change / emissions reduction commitments; Health & Safety at Work Act 2015

Projects →	*Outputs →*	*Outcomes →*	*Benefits →*	*Strategic Priorities*	*← Drivers*
Timaru Library roof replacement.	A renewed, weathertight roof (the 2020 interim work is reaching end of life) keeps the Timaru Library safe, dry and operational for the community and preserves at risk collections.	Continuity of access to services and collections.	As above	Resilient Infrastructure	Health & Safety at Work Act 2015; asset condition
Library Management System (LMS) replacement.	A modern LMS (dependent on the Kōtui consortia decision).	Staff and members use improved catalogue, circulation and discovery services.	As above	Resilient Infrastructure; Connected Citizens	Kōtui consortia; asset and technology lifecycle
Aoraki Heritage collections digitization project (large items, e.g. newspapers).	Digitised heritage newspapers and large-format items accessible online with corresponding preservation of physical assets.	Community and researchers can access fragile heritage content without handling the originals.	As above	Resilient Infrastructure; Connected Citizens	Archives Act 2005; Collection Development Plan
RFID security gates replacement.	Replacement of RFID security gates at the library entrances to protect collections and ensure self-service issue/return continues to operate reliably.	Continuity of access to service and collections and fewer unregistered ‘borrowings’ by members of the community.	As above	Resilient infrastructure	Asst and technology lifecycle; Health & Safety Work Act 2015
Mobile Library (bus/van).	A Wi-Fi-equipped mobile library carrying physical and digital resources.	Rural and underserved residents e.g. Pleasant Point, access books, resources and digital services closer to home; support during emergencies.	As above	Connected Citizens; Enhanced Lifestyles	Local Government Act 2002; digital inclusion policy

Legislative Drivers and Requirements

Legislation	Why is this important?
Local Government Act 2002	Governs much of what the libraries do as part of the TDC
Archives Act 2005	Lists which items must be submitted to approved collections
Privacy Act 2020	Describes rules for use of personal information in Libraries
Copyright Act 1994	Outlines legalities and rights regarding reproduction of images, text and other items held in the library's collections
Films, Videos and Publications Classification Act 1993	Outlines the rules for use of films and publications
Health & Safety at Work Act 2015	Think safe + work safe = home safe TDC H & S mantra

Strategies and Policies As a Council unit, the Libraries and Library & Service Centres are operated through a range of Timaru District Council strategies and policies. Specific documents relating to the Timaru District Libraries and Library & Service Centres include:

Council and Other Documents	Why is this important?
Annual Unit objectives	Describes annual performance targets for Libraries
Timaru District Libraries' Collection Development Plan 2009 – Currently under review 2026	A guide to assist quality development and maintenance of the library collections
Timaru District Council Bylaws	Provides regulations governing behaviour by members of the public
Standards for New Zealand Public Libraries 2004	Sets out minimum standards for New Zealand Public Libraries
Public Libraries of New Zealand. A Strategic Framework 2020 - 2025	Provides a strategic focus for public libraries in New Zealand promoting a national approach to planning, design and delivery of public library services

What are the key constraints, dependencies, and assumptions for this activity for the next ten years?

Constraints	What are the implications?	How is this being managed?
Policy and statutory parameters	Services must be delivered within the Local Government Act 2002 and the Archives, Privacy, Copyright and Films, Videos and Publications Classification Acts, plus Council policies — shaping what is provided and how. Local Government Act, Archives Act, Films, Videos and Publications Classification Act, Copyright Act and Privacy Act impacting on services and how they are provided. Timaru District Libraries is already seeing a change as Central government decentralizes their services, expecting local government services to provide assistance to the public in their place, causing pressures on staffing, digital access and spaces in our libraries.	Compliance is monitored through Council policies, staff induction and professional library standards, and the plan is aligned to statutory requirements.
Funding and budget capacity	Current and projected budgets may not meet the cost of pending renewals and projects, limiting the scope and timing of work. Funding for libraries is essential to ensure they can continue to provide valuable services and resources to their communities. Libraries rely on funding to cover operating expenses, maintain collections, and expand their services. The trends of the past three years indicate that current and projected budgets may not meet the costs of pending projects.	The capital programme is prioritised, major projects are supported by business cases, and delivery is staged within available funding.

	Funding available for minor capital expenditure needs to be adequate to enable the Libraries to replace and upgrade furniture, fittings, equipment and plant on a regular basis.	
Ageing buildings/systems and capital renewal	Due to the age of the Timaru District Libraries facilities, there will be capex issues moving forward. Included in this are projects of earthquake strengthening at Temuka Library where the building is only rated at 25% NBS. The lifespan of the Timaru Library roof now has 2 – 4 years life left. Earthquake strengthening is a critical aspect of infrastructure maintenance and safety, especially in regions prone to seismic activity. Ensuring that the libraries are structurally sound is essential to protect patrons, staff, and valuable library collections in the event of an earthquake. The roof of the Timaru Library had maintenance carried out on it in 2020, which gave it a further 8 - 10 years of life, meaning the roof is nearing its end of life. Both Temuka Library and Timaru Library are going through a period of high maintenance. Geraldine Library, although newer, continues to require regular maintenance. Radio Frequency Identification (RFID) systems operate on a defined 10-year lifecycle, and with Timaru District Libraries' equipment installed in 2017,	Condition monitoring and the asset register inform prioritised capital projects (roof, strengthening, renewals) staged across the ten years. Proactive renewal of the RFID system at this stage mitigates the escalating costs associated with system failures, unsupported software, and declining performance. As part of this ongoing lifecycle management, the next major asset scheduled for replacement is the security gate system.

	the current assets are now approaching end-of-life.	
Staffing capacity and structure	The removal of the Libraries Manager and Senior Librarian roles, alongside General Manager leadership turnover, has placed increased pressure on Team Leaders and created risks to service continuity, staff wellbeing, workload balance and a safe working environment. Reinstating senior library leadership capacity, including Senior Librarian roles, will help restore oversight, support succession planning, and strengthen operational resilience across the library network.	Addressing the retirement of staff while meeting the growing need for library services will require a multifaceted approach that includes succession planning, talent management, technology adoption, and collaboration. This will involve identifying key positions, assessing the skills and knowledge needed, and mentoring existing employees for leadership roles. Libraries is a specialist area and we need to ensure we are investing in staff training to maintain the high standard of professionalism required. The removal of both the Libraries Manager and Senior Librarian positions, alongside ongoing turnover in General Manager leadership, has created sustained structural pressure on the Team Leaders by dispersing critical strategic, supervisory, and operational responsibilities downward. This leadership gap has exposed a significant vulnerability in the current management framework and underscores the strategic importance of reinstating and increasing Senior Librarian roles to provide stable oversight, strengthen decision-making capacity, and ensure continuity of leadership across the library network. By proactively managing these challenges, Timaru District Libraries will be in a better position to manage the approaching amalgamation and will continue to provide essential services effectively and efficiently.
Dependencies	**What are the implications?**	**How is this being managed?**
Kōtui consortia and LMS provider	The library management system depends on the Kōtui consortia; its provider agreement ends June 2026, and any replacement costs are passed to member councils.	Participation in Kōtui governance and the LMS RFP process, with budget provision and a possible carry-forward for replacement.

National Library / Department of Internal Affairs funding	Kōtui and the APNK public-internet service rely on National Library and DIA support and co-funding.	Maintain consortia membership and partnerships and monitor central-government funding commitments.
Other Timaru District Council departments	Delivery relies on IT (hardware, telecommunications and software), Finance, and Property/facilities teams.	Internal service arrangements and shared planning, with annual depreciation and maintenance charges budgeted.
Central-government reform and decentralisation	Decentralisation of central services onto local government increases demand on library staff, digital access and spaces.	Monitor reform, advocate through PLNZ/LGNZ, and plan for additional demand and any set measures arising from reform.
Assumptions	**What are the implications?**	**How is this being managed?**
Continued Council and government support	Libraries continue to be regarded and funded as an essential community service over the ten years.	Demonstrate value through performance reporting and community outcomes and maintain governance engagement.
Continued Kōtui membership	The consortia model continues to provide the LMS and shared services on a viable basis.	Active participation in Kōtui, with options reviewed through the LMS RFP if circumstances change. Timaru District Libraries is currently a member of the Kōtui consortia for its Library Management System (LMS). The current membership sits at 42 councils across New Zealand. Kōtui is supported and funded by the National Library of New Zealand, Department of Internal Affairs and member councils. Kōtui's current agreement with its LMS provider is scheduled to end in June 2026. Currently an RFP tender process is being done to untertake an environmental scan for options for a new LMS and discovery layer (catalogue). Any costs that come from this RFP will be passed onto member councils, with the possibility of a complete replacement of the LMS happening. This has been budgeted for up to this year and may require a carry forward until finalised.
Growing demand for digital services	Digital library use is expected to be the area of greatest growth, requiring ongoing	The libraries need to be mindful of digital inclusion, ensuring that everyone, including those with limited access to technology or digital literacy, can still access essential services. This may involve providing

	investment in resources, connectivity, and skills.	alternative methods of access, such as phone support or in-person assistance. The digital library will be the area of most significant growth and change over the next 10 years. This shift will put the library in every pocket, reflecting the speed of change to mobile connection and interaction, as customers both consume and create digital content. Digital-team staffing, e-resource investment, and digital-inclusion initiatives continue to be a growing need for the libraries.
Maintained funding levels	Operating and capital funding (including approved carry-forwards) remains available to deliver the planned programme.	Annual budgeting, business cases and prioritisation, with carry-forwards sought where projects span years.
Preservation of the Heritage Collection	Preserving heritage collections is of utmost importance, and addressing issues such as digitisation, and water ingress is crucial to safeguard these valuable materials. Timaru Library has an ongoing issue with water ingress into the basement from a poor drainage system which is a risk to the Aoraki Heritage Collection.	This will be partially addressed with the decommissioning and removal of the boiler and the Alpine Energy substation planned move aboveground, and ongoing maintenance and remedial work. Continuation of digitisation projects of local heritage materials including copies of The Timaru Herald from 1945 onwards.

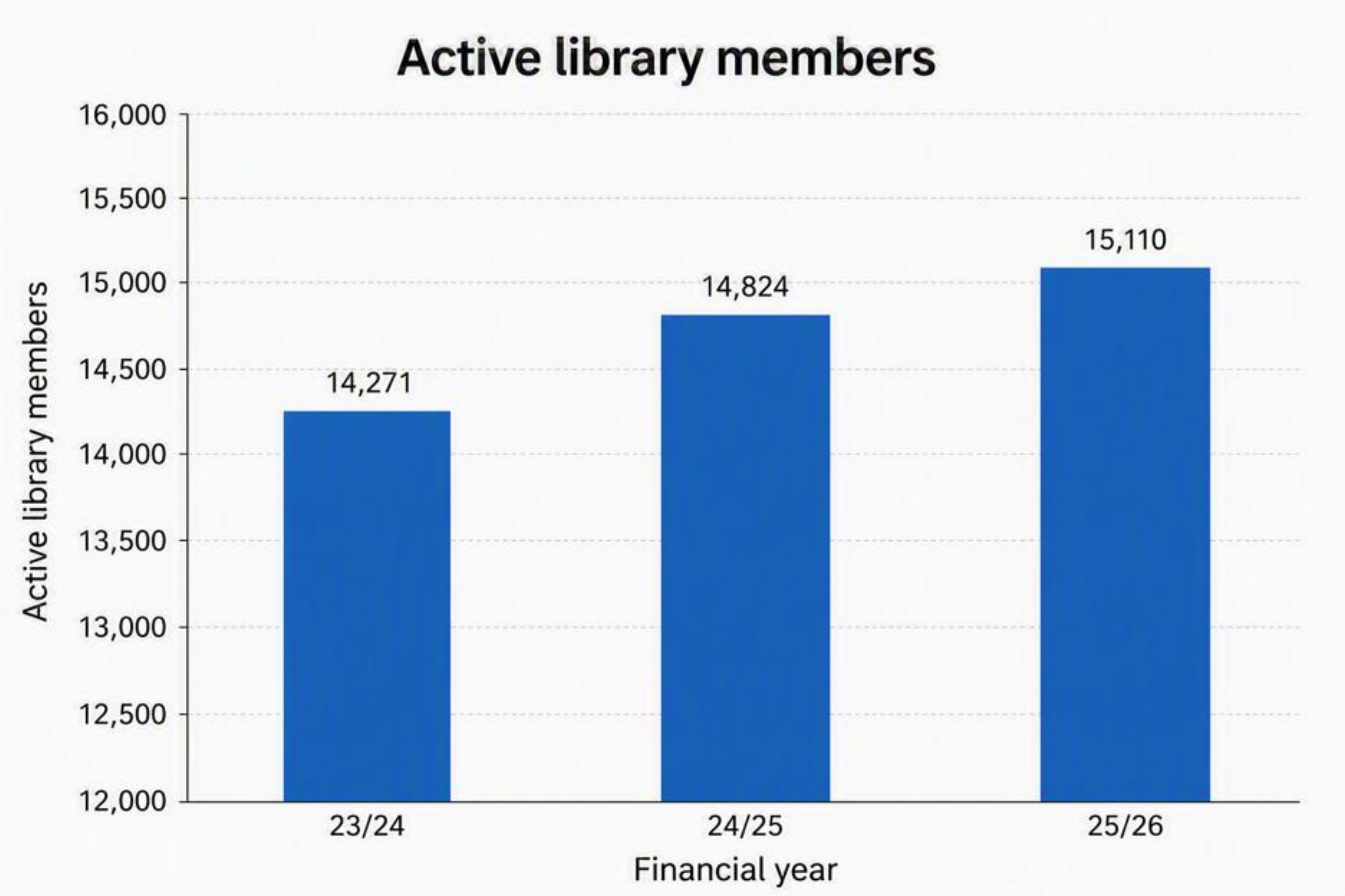
Who are the key stakeholders for this activity?

This activity has a significant or strategic relationship with the following:

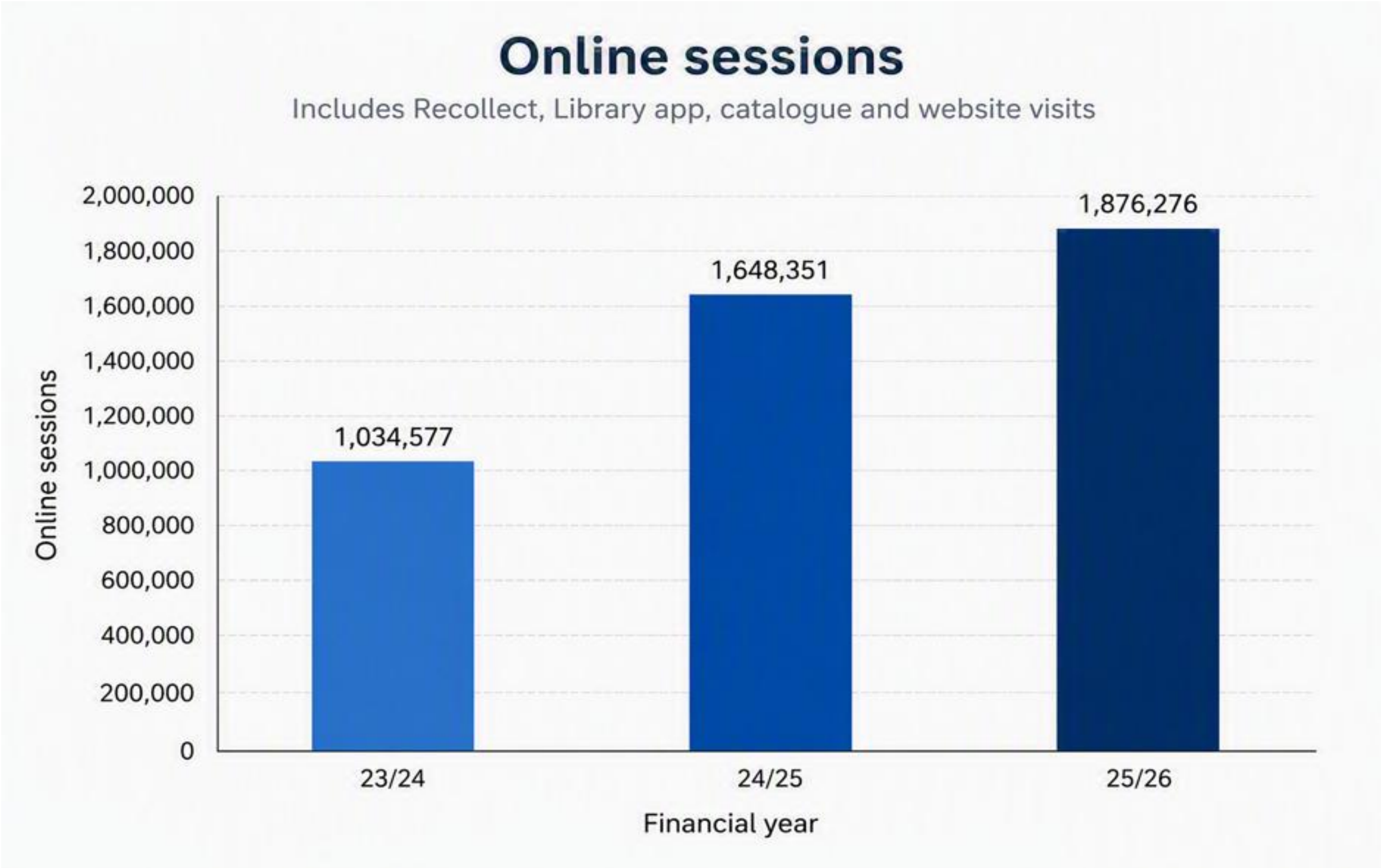
Group/Organisation	Nature of relationship
Timaru District Council	Partnership, Collaboration and Service Delivery
AnyQuestions.co.nz (National Library, Ministry of Education & a group of public libraries	Partnership and Service Delivery
Aotearoa People's Network Kaharoa (APNK) (more than 140 public libraries & National Library)	Partnership and Service Delivery
Canterbury Public Library Managers Group	Support and Co-operation
Council Departments	Partnership, Co-operation and Service Delivery
Digital Inclusion Alliance Aotearoa	Partnership and Service Delivery
Justices of the Peace	Provides services to the community
Kōtui (Group of public libraries), LGNZ & National Library	Collaboration and Service Delivery
Library and Information Association of New Zealand Aotearoa (LIANZA)	Professional Development and Support
Literacy Aotearoa	Provides digital literacy skill programmes
National Library of NZ (Dept. of Internal Affairs)	Co-operation, Partnership, Service Delivery
Public Libraries	Co-operation, Partnership, Service Delivery

Public Libraries of New Zealand (PLNZ)	Co-operation and Support	
Tertiary/Special Libraries	Co-operation, Service Delivery	
Customer Groups **Provide service and support:**	Residents of the Timaru District Readers Information seekers Researchers Historians Preschoolers and students Home educating families and groups APNK and Wi-Fi Users (including job seekers, online job training, students, visitors, people wishing to access government online services, life-long learners, families communicating and more) Newspaper readers Housebound, residential homes Facility users – (in-library reading, writing, research, study, communication, meetings and for relaxing and family outings) Event participants and attendees Book, craft and game groups	DVD, music and audiobook users Users of photocopiers, scanners, faxes Tutors and teachers – using venue for tutorials or individual lessons Schools and educational groups Supported residents Community and interest groups Service Centre customers Ratepayers Dog owners Local service/activity operators Plunket/Karitane Toy Library Meeting room users Genealogists International Tourists Domestic Tourists Cemetery enquiries and interments

Groups visited and hosted **Provide service and support:**	AA driver licensing Age Concern Altrusa Alzheimer's support group AMP101 Arowhenua Whanau Services Author visits Blind & Low Vision group Book clubs Brief Intervention Cancer Society coffee club Cardiac Support Group Civil Defence Community Board meetings Counsellors Early Childhood Centres Elder care Elections NZ English Language partners Enliven Financial Advisory Services Friday Club Genealogy Society Geraldine Arts Council Girl Guides	Friendship groups Grey Power Heart Foundation – heart health checks Home School families IHC Homes JP Services Kindergartens Karitane Keas/Scouts Knitting groups Literacy Aotearoa Live Streaming funerals Lions Mah-Jong Meet the mayor Melanoma health checks Mountain View Ladies Chat group Mountain View Village Multicultural Aoraki MyWay sessions Oranga Tamariki social workers Pasifika O Aoraki Services People sitting exams Pippins/Brownies	Plunket Preschools Refugee Resettlement Services Rest homes Rotary RSA Safer Driving SAHAJA Meditation classes Schools Skype – connecting families Student study sessions Temuka Museum meetings Tourists Domestic/International Toy Library Tuesday Social group Volunteering Mid/South Canterbury YMCA Zoom meetings – job interviews



Active library members
16,000
15,500
15,000
14,500
14,000
13,500
13,000
12,500
12,000
Active library members
14,271
14,824
15,110
23/24
24/25
25/26
Financial year


Online sessions
Includes Recollect, Library app, catalogue and website visits
2,000,000
1,800,000
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
0
Online sessions
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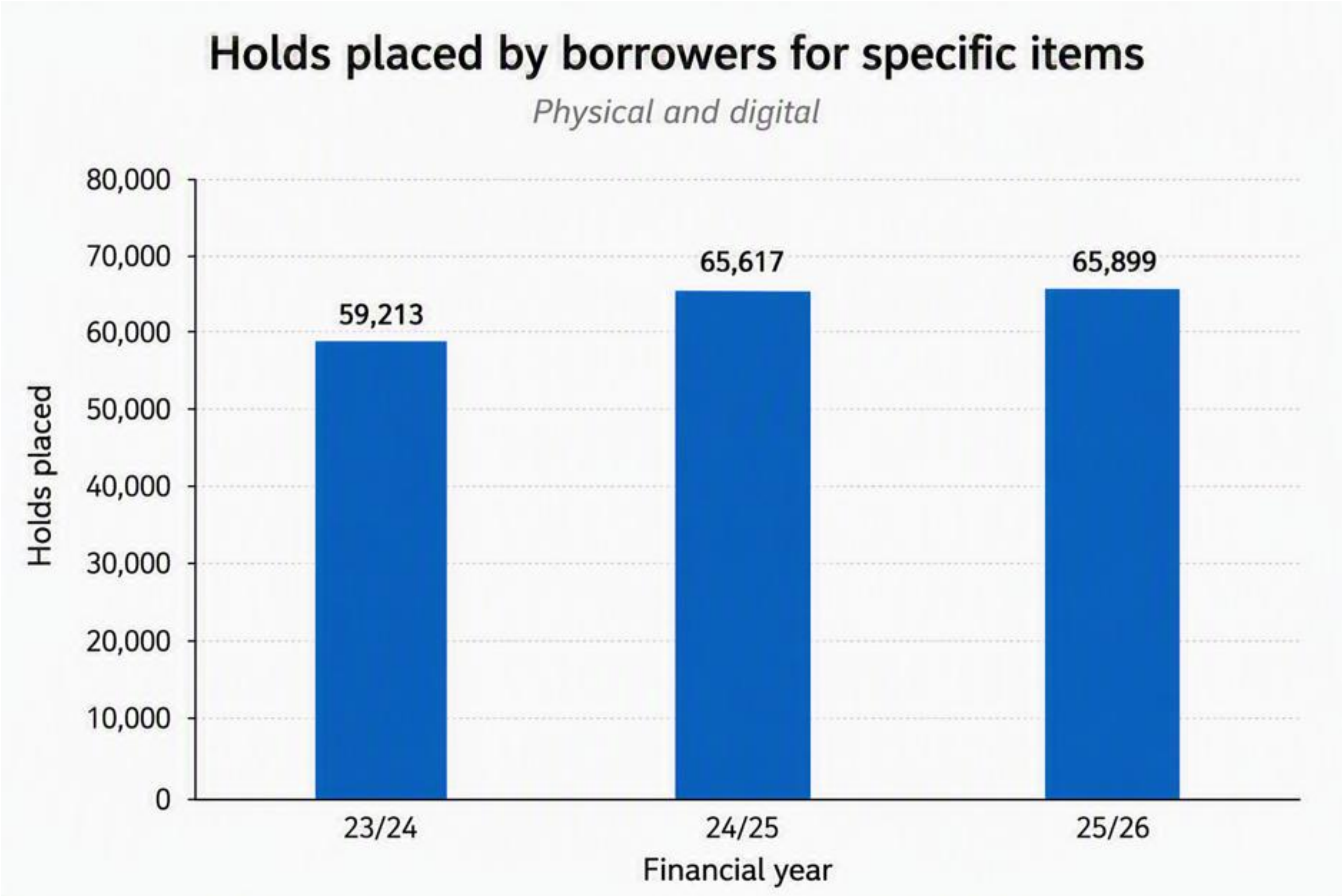
1,648,351
1,876,276
23/24
24/25
25/26
Financial year


Holds placed by borrowers for specific items
Physical and digital
80,000
70,000
60,000
50,000
40,000
30,000
20,000
10,000
0
Holds placed
59,213
65,617
65,899
23/24
24/25
25/26
Financial year

Part 2: Performance Management (Levels of Service)

Levels of service for 2027-37

Performance Measure	Levels Of Service	Community or Technical LOS (C/T)	Benchmarks (Targets)	Year 1 2024/25	Year 2 2025/26	Year 3 2026/27	Years 4-10 2027/34	Method of Measurement (where & how)
Customer satisfaction	Provide a quality public library service accessible to all residents.	C	100%	95%	95%	95%	95%	Council tri-annual survey of users and community
Library issues (physical & digital) of materials per year	Provide a wide range of reading and other materials in a variety of formats.	C	500,000	500,000	500,000	500,000	500,000	Recorded by LMS and digital platforms
Visitors to the Libraries	Foot traffic.	C	200,000	200,000	200,000	200,000	200,000	Collected from security gates at the entrances to the libraries
Library online websites, and catalogue page views (including Mobile App)	Public interaction on our catalogue, TDL website, online Aoraki Heritage website and mobile library app.	C	400,000	400,000	400,000	400,000	400,000	Collected from Google Analytics, Meta platform
Community programmes – Adult and Youth	Number of Library programmes and outreach events held in-house and in the community.	C	1,500	1,500	1,500	1,500	1,500	Staff recording numbers

Levels of service are measurable qualities or attributes of an activity that relate to the way people experience the service.

Performance measures are the indicators that are used to determine whether levels of service are being delivered.

Benchmarks relate to your performance measures – for example, are there benchmarks set by industry standards for your activity?

Performance targets are the desired levels of performance against performance measures.

Proposed Changes to Activities, Projects and Levels of Service

(**Note for any changes that the Investment Summary in Part 7 must be completed for EACH proposed change**)

What changes are being proposed for this activity for the LTP 2027-37

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
Timaru Library - roof replacement	Amended	Maintain	In 2020, 'band aid' work was completed giving the roof a life span of 8 – 10 years. The Property Projects Officer commissioned a report on the condition of the roof, and its recommendation was a total roof replacement which would extend the life of the roof for another 50 years. A quote has been received (in 2026) for $1,784,119.40 excluding GST.	Per the brief	Yes
Library Management System	Amended	Maintain	Potential new LMS dependent on the decision by the Kōtui consortium. Investigations are ongoing by DIA and National Library on behalf of the consortium for a potential replacement for the current LMS. In the current annual plan, the funds have been ring fenced and carried forward. Time frame is dependent on the length of time the procurement process and decision takes.	Per the brief	Yes
Aoraki Heritage collections - digitisation project – large items, e.g. newspapers	Amended	Higher	When working with large, fragile, or technically complex materials, partnering with a specialist digitisation provider such as New Zealand Micrographics Services ensures that all items are captured to the highest preservation and imaging standards. Specialist handling is essential for safeguarding the long-term integrity of these materials and producing high-quality digital outputs. Digitisation plays a critical role in protecting and improving access to our documentary heritage, ensuring that significant local records remain available for future generations. Timaru District Libraries is the repository of last resort for *The Timaru Herald*, holding copies from 1864 to the present day, with issues from 1864–1945 already digitised. The current plan, beginning in 2028/2029, is to digitise the years from 1946–1964, with completion expected by July 2030. This work is undertaken in partnership with the National Library of New Zealand, with costs shared between both organisations. Due to the size, fragility, and specialised handling required for historic newspapers, digitisation must be carried out by an experienced provider. We currently hold a non-binding letter of intent from the National Library confirming their support for digitising these years. This letter is available in Content Manager (#1872362).	Per the brief	Yes

Proposed Activity Change or Project	Change from 2024/34 LTP (New or Amended)	Impact on Level of Service (Start, Stop, Change higher/lower)	Reason/Rationale	Options for consultation	Project Brief or Business Case Completed?
RFID – security gates replacement	Amended	Maintain	To replace the current gates which are at the end of life. This has been budgeted for in the current financial year but may need to be carried forward 2027/28 to enable us to get the newest technology.	Per the brief	Yes
Mobile Library - Bus / Van	Amended	Higher	Mobile libraries bring library services closer to residents, including those in rural or underserved areas, making books and resources more accessible. They promote literacy and a love of reading. A mobile library would be equipped with Wi-Fi and digital resources, allowing patrons to access eBooks, online databases, and educational materials, even in remote areas. With the local government amalgamations, the district that the libraries serve will increase in size. A mobile library will assist in meeting the needs of all residents within the new boundaries. During emergencies or natural disasters, mobile libraries can offer information, communication, and access to resources to affected communities.	Per the brief	Yes

Part 3: Activity Management

Overall Management

How is the activity managed, including roles, staffing levels, accountability, monitoring, evaluation, and reporting processes including key delegations?

Timaru District Libraries and Geraldine and Temuka Service Centres are now part of the Recreation Facilities Group, reporting to the Recreation Facilities General Manager. The Library Team Leaders are responsible for the day-to-day management and overall functions of the libraries. Specific geographic or professional responsibilities are delegated to senior staff, who in turn supervise staff in those responsibilities.

Senior staff positions are:

Adult Services Team Leader

Youth Services Team Leader

Geraldine Library & Service Centre Team Leader

Temuka Library & Service Centre Team Leader

Workflow Management

How does the activity intersect with other activities and workflows across the business?

Other business unit	Other business activity	Point of intersection	Workflow solution
Art Gallery	GLAM unit	Unit Collaboration	Emails and meetings
Customer Services	Dog registration, liquor licensing, LIMS, rates, rates rebates, Transfer Station banking, social housing	Customer service duties CRMs, invoicing, etc.	Emails and meetings Flowingly

Community Development	Promoting activities	Unit Collaboration	Emails and meetings
Corporate	AMP, LTP, HR Communications	Unit collaboration	Emails and meetings
Finance	Financials	Financials	Emails and meetings
IT	Hardware/Software	JIRA,	Emails and meetings
Museum	GLAM unit	Unit Collaboration	Emails and meetings
Parks	Grounds Cemetery	Maintenance Burial preparation	Emails and meetings
Property	Assistance with asset management	Building project assistance Bookable	Emails and meetings
Recreation Facilities	GM	Unit Collaboration	Emails and meetings
Theatre	GLAM unit	Unit Collaboration	Emails and meetings

Systems Management

What different management systems are used for this activity?

Systems – accounting / financial / customer service

The libraries' accounting and financial tasks and records are administered directly through the Timaru District Council, following corporate-wide planning guides and procedures: Authority, Esker, Content Manager, and Bookable.

Activity / asset management systems

Library facilities and plant data are recorded by Library staff and utilised for maintenance and renewal planning. Asset data is also recorded by the TDC's finance system for valuation and depreciation monitoring. Collection information is recorded by staff using the Library Management System (LMS) provided through the Kōtui consortia, along with CollectionHQ – an evidence-based stock management system.

Timaru District Libraries is a participant in various consortia for eBooks, eAudiobooks and databases.

Rosters are used for the purpose of managing staff personnel for customer service points.

Information Management

What are the key information sources used for decision making in this activity, including for asset management/replacement/renewals (as appropriate), and for determining priorities for this activity?

- Timaru District Council corporate policies and plans.
- Timaru District Libraries' in-house guidelines and procedures.
- Standards for New Zealand Public Libraries 2004 - evidence based national public library standards and guidelines.
- Standards and Guidelines for Australian Public Libraries 2021 – evidence based national public library standards and guidelines.
- Public Libraries of New Zealand: a Strategic Framework 2020 – 2025.
- e-Government Strategy.
- The Digital Strategy 2.0.

As part of the Kōtui consortia, libraries control the information available to their customers, and the Kōtui security system ensures that staff at each library sees and works only with their own customer and acquisition records. Kōtui systems are housed in a centralised, virtualised environment using state-of-the art technology that can be scaled to meet the ongoing needs of Kōtui libraries. The hosting services include backup and recovery of all Kōtui systems and databases. Disaster Recovery is part of this hosting solution, and there is a separate Disaster Recovery site which is regularly replicated from the production servers.

Commercial Management

What are the key considerations for procurement and contract management in this activity?

Timaru District Libraries operate fully within Timaru District Council's Procurement and Contracts Policy and Manual. All procurement activity—whether for digital services, technology, equipment, maintenance, or specialist providers—is undertaken in accordance with Council approved processes, delegations, and funding approvals. Libraries only engage suppliers where budget approval has been confirmed through annual plan or LTP processes. Delegations are followed strictly, with approvals made by the appropriate authority (e.g., Team Leader, Manager, GM, or delegated Project Manager depending on value and risk).

What are the key estimation and forecasting tools/methodologies relevant to this activity?

Timaru District Libraries undertake all estimation and forecasting in full alignment with Timaru District Council's Procurement and Contracts Policy and Manual, approved delegations, and annual/LTP funding decisions. All budget development, cost forecasting, and price envelope estimation for both BAU activities and projects follow council mandated processes, ensuring compliance, transparency, and financial stewardship. All estimates are prepared within approved budgets set through the Annual Plan and Long-Term Plan. For BAU purchases (e.g., digital equipment, furniture, minor works), libraries obtain formal quotes from approved or preferred suppliers. For specialised services (e.g., digitisation, IT support, training), supplier proposals are used to establish price envelopes and scope.

Costs are benchmarked against:

- Sector wide library projects (via Kōtui, LIANZA networks, or national library sector data).
- Previous internal projects with comparable scale or complexity.

Communication Management

How does this activity ensure effective communication and engagement with governance and the community?

Timaru District Libraries carry out all communication and engagement activities in full alignment with Timaru District Council's policies**,** approvals, funding processes, and governance expectations. Engagement is planned and delivered using council approved channels, frameworks, and responsibilities to ensure transparency, accountability, and consistent messaging across the organisation.

Part 4: Asset Management

Asset Management Overview

How will the assets be managed to deliver the service?

Asset summary

Timaru District Libraries has four primary groups of assets:

- Buildings: Timaru Library, Temuka Library & Service Centre and Geraldine Library & Service Centre. These buildings are managed in house by the Senior Library leadership team in consultation with the property unit.
- Plant/Equipment: A range of items including shelving, smoke detection system, a range of information technology equipment, security systems, lighting, heating and ventilation systems, carpet, furniture and fixtures.
- Collections: Books, DVDs, newspaper collection (starting 1864 to current), magazines and other collections, current and historical. Although covered by a fixed sum for insurance purposes, many items in these collections cannot easily be valued, and they cannot be subject to the usual valuation and depreciation regimes applied to other asset types.
- Resources: A range of electronic resources, e.g. bibliographic database, genealogy databases, eBook & eAudiobook databases, online streaming platforms, newspapers and periodicals.

Other asset categories, which are fundamental to the provision of library services but are the responsibility of other Timaru District Council departments include:

- Hardware, telecommunications equipment, peripherals and other major software owned by the Information Technology Department to which the libraries pay annual depreciation and fees for maintenance costs.

Asset condition

Buildings – Work Required

Doc #899227 – AMP for Timaru District Libraries 2018-28

Doc #1365342 - Timaru Library – Recommendations, Committed Works and Feasibility

Doc #1378194 – AMP for Timaru District Libraries 2021-31

Doc #1591696 – AMP for Timaru District Libraries 2024-34

Doc #1872833 - Draft Asset Management Plan Timaru Library created by Michael Priest

Doc #1872834 - Draft Asset Management Plan Temuka Library created by Michael Priest

Doc #1872835 - Draft Asset Management Plan Geraldine Library created by Michael Priest

Timaru Library

Roof replacement

Boiler removal

Exterior / interior upgrade

Playground safety matting maintenance/replacement

Geraldine & Temuka Library & Service Centres

Extension to Geraldine Library facility

Exterior / interior upgrade for Temuka & Geraldine

Earthquake strengthening for Temuka – currently at 25% NBS

Continue replacing the roof for Temuka

New building for Temuka – with the high ongoing maintenance this should be considered

Plant/Equipment:

Based on the delivery of library services from the physical libraries and the assets categories managed by the libraries the funding available for minor capital expenditure needs to be adequate to enable the libraries to replace and upgrade furniture, fittings, equipment and plant on a regular basis.

This broad group of items is of variable age with a number of issues. Most items are listed on the TDC asset register, recording cost, depreciation rate, and current value. A number of items have a useful life well beyond their scheduled life. Items are replaced either when scheduled or when required, subject to budget approval.

Changing collections, technology and health and safety considerations ensure that furniture and fittings are added and replaced where necessary.

Collections:

Includes lending and reference materials in various formats for adults, youth and children: books, newspapers, magazines, AV items, eBooks, eAudio and electronic databases and resources.

The collections are managed in accordance with the Collection Management Plan. The Timaru District Libraries network endeavours to provide a broad range of materials in various formats to meet the recreational, informational, self-educational and cultural needs of the community.

The condition of the collections depends on the age and use of the item, and the potential damage can be greater depending on its format and target client. Collections are added to, or discarded from, as materials become outdated or in poor condition.

Resources:

Upgrade of the computer Library Management System

Asset Management Plan (if relevant)

Proposed Activity	Change from 2024/34 LTP (New or Amended)	Impact on level of service (Start, stop, change higher/lower)	Reason/Rationale	Options for consultation	Project Brief of Business Case completed
APNK hardware replacement	New	Maintain	APNK equipment is coming to end of life. A refresh is due in 2027/28, approx. cost $75,000	Requires additional renewals budget	No
Geraldine Library Carpet replacement	New	Maintenance	Carpet replacement at Geraldine Library scheduled for 2034/35	Requires additional renewals budget	No
Geraldine Library exterior lights	New	Maintenance	Replacement lights – new electricals and parts	Requires additional renewals budget	No
Geraldine Library Internal and Exterior Painting	New	Maintenance	Internal and Exterior painting at Geraldine Library scheduled for 2034/35	Requires additional renewals budget	No
Temuka Library Carpet replacement	New	Maintenance	Carpet replacement at Temuka Library scheduled for 2034/35	Requires additional renewals budget	No
Temuka Library Internal and Exterior Painting	New	Maintenance	Internal and Exterior painting at Temuka Library scheduled for 2034/35	Requires additional renewals budget	No
Temuka Library plumbing	New	Maintenance	Continual plumbing issue – pipes will need replacing in next few years	Requires additional renewals budget	No

Temuka Library partial roof replacement	New	Maintenance	Replace the aged roofing	Requires additional renewals budget	No
Timaru Children's library playground safety surfacing replacement	New	Maintenance	The safety surfacing in the playground area needs replacing. The cost of replacement is ongoing.	Requires additional renewals budget	No
Timaru Library - Carpet replacement	New	Maintenance	Carpet replacement at Timaru Library scheduled for 2029/30	Requires additional renewals budget	No
Timaru Library – decommission boiler	New	Risk management N/A level of service	With the installation of new heat pumps the boiler will no longer be needed so will require decommissioning	Requires additional renewals budget – Opex or capex	No
Timaru Library Internal Painting	New	Maintenance	Internal painting at Timaru Library scheduled for 2029/30	Requires additional renewals budget	No
Timaru Library Public Toilet Plumbing issues	New	Maintenance	Ongoing issues with the public toilets in Timaru Library mean there is potential for replacement plumbing required.	Requires additional renewals budget	No

Part 5: Financial Management

Ten Year Operating and Capital Budget

What financial resources are needed?

Timaru District Council*

Rates revenue ex water 26/27 ##########

vested assets revenue removed (5,275,695)

Ledger Account Details

For Period 2026/27 - July

Rates increases required: - 90.60% 5.6% 2.10% 2.11% 2.12% 2.13% 2.14% 2.15% 2.16% 2.17%

Grand Total 0 5,931,447 6,263,909 6,395,714 6,530,928 6,669,643 6,811,953 6,957,954 7,107,744 7,261,427 7,419,108

Ledger Account	Account Group	Fund	Program	Group	Master Account	Sub Statements Account	Financial Statements Level1	Financial Statements Level2	Financial Statements Level3	Percentgae increase	Financial Statements Level4	Resource Group	Resource	2026/27 Full Year Budget	2027/28 Year 1	2028/29 Year 2	2029/30 Year 3	2030/31 Year 4	2031/32 Year 5	2032/33 Year 6	2033/34 Year 7	2034/35 Year 8	2035/36 Year 9	2036/37 Year 10
01710.0100.0010	Income Accounts	1	Libraries	Libraries	ibraries Revenue	Rates & Charges	nue and Expense	Revenue	Rates revenue	4.0%	General rates	Rates UAGC	l General Charge	(3,483,718)										
01710.0100.0011	Income Accounts	1	Libraries	Libraries	ibraries Revenue	Rates & Charges	nue and Expense	Revenue	Rates revenue	4.0%	General rates	Rates General	11. General rates	(2,322,478)										
01710.0110.0130	Income Accounts	1	Libraries	Libraries	ibraries Revenue ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	n overdue books	(14,316)	(14,674)	(15,041)	(15,417)	(15,802)	(16,197)	(16,602)	(17,017)	(17,443)	(17,879)	(18,326)
01710.0110.0132	Income Accounts	1	Libraries	Libraries	ibraries Revenue ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	Interloan revenue	(2,000)	(2,050)	(2,101)	(2,154)	(2,208)	(2,263)	(2,319)	(2,377)	(2,437)	(2,498)	(2,560)
01710.0110.0134	Income Accounts	1	Libraries	Libraries	ibraries Revenue ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	otocopy Charges	(25,818)	(26,463)	(27,125)	(27,803)	(28,498)	(29,211)	(29,941)	(30,689)	(31,457)	(32,243)	(33,049)
01711.0110.0130	Income Accounts	1	Libraries	Libraries	ce Centre Income ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	n overdue books	(1,848)	(1,894)	(1,942)	(1,990)	(2,040)	(2,091)	(2,143)	(2,197)	(2,252)	(2,308)	(2,366)
01711.0110.0143	Income Accounts	1	Libraries	Libraries	ce Centre Income ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	:harges (Sundry)	(11,679)	(11,971)	(12,270)	(12,577)	(12,891)	(13,214)	(13,544)	(13,883)	(14,230)	(14,585)	(14,950)
01712.0110.0130	Income Accounts	1	Libraries	Libraries	ce Centre Income ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	n overdue books	(1,910)	(1,958)	(2,007)	(2,057)	(2,108)	(2,161)	(2,215)	(2,270)	(2,327)	(2,385)	(2,445)
01712.0110.0143	Income Accounts	1	Libraries	Libraries	ce Centre Income ·	Fees & Charges	nue and Expense	Revenue	Fees & charges	2.5%	Fees & charges	User Charges	:harges (Sundry)	(5,722)	(5,865)	(6,012)	(6,162)	(6,316)	(6,474)	(6,636)	(6,802)	(6,972)	(7,146)	(7,325)
03710.0300.0300	nditure Accounts	1	Libraries	Libraries	03710. Libraries	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	laries and wages	l Salary & Wages	0300. Salaries	1,886,455	1,924,184	1,962,668	2,001,921	2,041,960	2,082,799	2,124,455	2,166,944	2,210,283	2,254,488	2,299,578
03710.0300.0302	nditure Accounts	1	Libraries	Libraries	03710. Libraries	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	laries and wages	l Salary & Wages	0302. Overtime	7,501	7,651	7,804	7,960	8,119	8,282	8,447	8,616	8,789	8,964	9,144
03710.0300.0330	nditure Accounts	1	Libraries	Libraries	03710. Libraries	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	contribution plans	yer Contributions	uncil Contribution	96,067	97,988	99,948	101,947	103,986	106,066	108,187	110,351	112,558	114,809	117,105
03710.0300.0345	nditure Accounts	1	Libraries	Libraries	03710. Libraries	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	mployee Benefits	el Other Expense	0345. ACC levy	7,367	7,514	7,665	7,818	7,974	8,134	8,296	8,462	8,632	8,804	8,980
03711.0300.0300	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	laries and wages	l Salary & Wages	0300. Salaries	308,473	314,642	320,935	327,354	333,901	340,579	347,391	354,339	361,425	368,654	376,027
03711.0300.0302	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	laries and wages	l Salary & Wages	0302. Overtime	5,000	5,100	5,202	5,306	5,412	5,520	5,631	5,743	5,858	5,975	6,095
03711.0300.0330	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	contribution plans	yer Contributions	uncil Contribution	10,972	11,191	11,415	11,644	11,876	12,114	12,356	12,603	12,855	13,113	13,375
03711.0300.0345	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	mployee Benefits	el Other Expense	0345. ACC levy	1,220	1,244	1,269	1,295	1,321	1,347	1,374	1,401	1,429	1,458	1,487
03712.0300.0300	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	laries and wages	l Salary & Wages	0300. Salaries	315,685	321,999	328,439	335,007	341,708	348,542	355,513	362,623	369,875	377,273	384,818
03712.0300.0330	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	contribution plans	yer Contributions	uncil Contribution	19,199	19,583	19,975	20,374	20,782	21,197	21,621	22,054	22,495	22,945	23,403
03712.0300.0345	nditure Accounts	1	Libraries	Libraries	& Service Centre	. Employee Costs	nue and Expense	Expenditure	Personnel costs	2.0%	mployee Benefits	el Other Expense	0345. ACC levy	1,228	1,253	1,278	1,303	1,329	1,356	1,383	1,411	1,439	1,468	1,497
03710.0680.0740	nditure Accounts	1	Libraries	Libraries	03710. Libraries	680. Depreciation	nue and Expense	Expenditure	eciation expense		Depreciation	ition & Impairment	eciation Expense	407,952	407,952	611,928	611,928	611,928	611,928	611,928	611,928	611,928	611,928	611,928
03710.0470.0703	nditure Accounts	1	Libraries	Libraries	03710. Libraries	Interest Expense	nue and Expense	Expenditure	Finance costs		Interest cost - internal	nal Finance Costs	s - Internal Loans	347,354	347,354	347,354	347,354	347,354	347,354	347,354	347,354	347,354	347,354	347,354
03710.0980.0980	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ternal Recharges	nue and Expense	Expenditure	Other expenses	3.0%	Internal charges	ternal Overheads	rheads Allocated	1,211,071	1,247,403	1,284,825	1,323,370	1,363,071	1,403,963	1,446,082	1,489,465	1,534,149	1,580,173	1,627,578
03711.0980.0980	nditure Accounts	1	Libraries	Libraries	& Service Centre	ternal Recharges	nue and Expense	Expenditure	Other expenses	3.0%	Internal charges	ternal Overheads	rheads Allocated	187,838	193,473	199,277	205,256	211,413	217,756	224,288	231,017	237,948	245,086	252,439
03712.0980.0980	nditure Accounts	1	Libraries	Libraries	& Service Centre	ternal Recharges	nue and Expense	Expenditure	Other expenses	3.0%	Internal charges	ternal Overheads	rheads Allocated	228,192	235,038	242,089	249,352	256,832	264,537	272,473	280,647	289,067	297,739	306,671
03710.0350.0500	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	ice Consumables	33,269	34,267	35,295	36,354	37,445	38,568	39,725	40,917	42,144	43,408	44,711
03710.0350.0600	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0600. Postage	6,180	6,365	6,556	6,753	6,956	7,164	7,379	7,601	7,829	8,063	8,305
03710.0350.0602	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0602. Advertising	3,559	3,666	3,776	3,889	4,006	4,126	4,250	4,377	4,508	4,644	4,783
03710.0350.0603	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	Sundry Expenses	4,545	4,681	4,822	4,966	5,115	5,269	5,427	5,590	5,757	5,930	6,108
03710.0350.0640	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	lephone Charges	1,549	1,595	1,643	1,693	1,743	1,796	1,850	1,905	1,962	2,021	2,082
03710.0350.0642	nditure Accounts	1	Libraries	Libraries	03710. Libraries	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	nication Charges	2,666	2,746	2,828	2,913	3,001	3,091	3,183	3,279	3,377	3,479	3,583
03710.0370.0504	nditure Accounts	1	Libraries	Libraries	03710. Libraries	70. Subscriptions	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	BN Online charge	109,563	112,850	116,235	119,722	123,314	127,014	130,824	134,749	138,791	142,955	147,244
03710.0370.0639	nditure Accounts	1	Libraries	Libraries	03710. Libraries	70. Subscriptions	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	ons Memberships	7,382	7,603	7,832	8,067	8,309	8,558	8,814	9,079	9,351	9,632	9,921
03710.0375.0415	nditure Accounts	1	Libraries	Libraries	03710. Libraries	oment & Furniture	nue and Expense	Expenditure	Other expenses	3.0%	n lease payments	n Lease - Rentals	Office Equipment	1,705	1,756	1,809	1,863	1,919	1,977	2,036	2,097	2,160	2,225	2,291
03710.0375.0527	nditure Accounts	1	Libraries	Libraries	03710. Libraries	oment & Furniture	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	inor Capital Items	9,701	9,992	10,292	10,601	10,919	11,246	11,584	11,931	12,289	12,658	13,037

Ledger Account	Account Group	Fund Program	Group	Account	Master Account	Financial Sub Statements Level1	Financial Statements Level2	Financial Statements Level3	Percentgae increase	Financial Statements Level4	Resource Group	Resource	2026/27 Full Year Budget	2027/28 Year 1	2028/29 Year 2	2029/30 Year 3	2030/31 Year 4	2031/32 Year 5	2032/33 Year 6	2033/34 Year 7	2034/35 Year 8	2035/36 Year 9	2036/37 Year 10
nditure Accounts	1	Libraries	Libraries	03710. Libraries	ibrary Resources	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	apers Purchases	26,780	27,583	28,411	29,263	30,141	31,045	31,977	32,936	33,924	34,942	35,990
nditure Accounts	1	Libraries	Libraries	03710. Libraries	ibrary Resources	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	0515. Binding	3,165	3,260	3,358	3,458	3,562	3,669	3,779	3,893	4,009	4,130	4,253
nditure Accounts	1	Libraries	Libraries	03710. Libraries	ibrary Resources	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	Books Purchases	210,532	216,848	223,353	230,054	236,956	244,064	251,386	258,928	266,696	274,697	282,937
nditure Accounts	1	Libraries	Libraries	03710. Libraries	0410. Insurance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0636. Insurance	49,363	50,844	52,369	53,940	55,558	57,225	58,942	60,710	62,532	64,408	66,340
nditure Accounts	1	Libraries	Libraries	03710. Libraries	0415. Utilities	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0520. Electricity	48,709	50,170	51,675	53,226	54,822	56,467	58,161	59,906	61,703	63,554	65,461
nditure Accounts	1	Libraries	Libraries	03710. Libraries	0415. Utilities	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0660. Rates	16,064	16,546	17,042	17,554	18,080	18,623	19,181	19,757	20,349	20,960	21,589
nditure Accounts	1	Libraries	Libraries	03710. Libraries	0420. Security	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	. Security Patrols	15,871	16,347	16,838	17,343	17,863	18,399	18,951	19,519	20,105	20,708	21,329
nditure Accounts	1	Libraries	Libraries	03710. Libraries	5. Cleaning Costs	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	401. Contractors	55,521	57,187	58,902	60,669	62,489	64,364	66,295	68,284	70,332	72,442	74,616
nditure Accounts	1	Libraries	Libraries	03710. Libraries	Sundry Expenses	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	terials Purchased	7,984	8,224	8,470	8,724	8,986	9,256	9,533	9,819	10,114	10,417	10,730
nditure Accounts	1	Libraries	Libraries	03710. Libraries	ograms & Events	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	Sundry Expenses	5,458	5,622	5,790	5,964	6,143	6,327	6,517	6,713	6,914	7,121	7,335
nditure Accounts	1	Libraries	Libraries	03710. Libraries	ding Maintenance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	401. Contractors	41,200	42,436	43,709	45,020	46,371	47,762	49,195	50,671	52,191	53,757	55,369
nditure Accounts	1	Libraries	Libraries	03710. Libraries	ding Maintenance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0657. Vandalism	1,030	1,061	1,093	1,126	1,159	1,194	1,230	1,267	1,305	1,344	1,384
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	ice Consumables	3,767	3,880	3,996	4,116	4,240	4,367	4,498	4,633	4,772	4,915	5,063
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	Sundry Expenses	3,980	4,099	4,222	4,349	4,480	4,614	4,752	4,895	5,042	5,193	5,349
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	lephone Charges	2,060	2,122	2,185	2,251	2,319	2,388	2,460	2,534	2,610	2,688	2,768
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	nication Charges	10,508	10,823	11,148	11,482	11,827	12,182	12,547	12,924	13,311	13,711	14,122
nditure Accounts	1	Libraries	Libraries	& Service Centre	pment & Furniture	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	inor Capital Items	5,673	5,843	6,018	6,199	6,385	6,577	6,774	6,977	7,186	7,402	7,624
nditure Accounts	1	Libraries	Libraries	& Service Centre	30. Bank Charges	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0614. Bank Fees	1,404	1,446	1,490	1,534	1,580	1,628	1,676	1,727	1,779	1,832	1,887
nditure Accounts	1	Libraries	Libraries	& Service Centre	ibrary Resources	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	apers Purchases	5,636	5,805	5,979	6,159	6,343	6,534	6,730	6,932	7,140	7,354	7,574
nditure Accounts	1	Libraries	Libraries	& Service Centre	0410. Insurance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0636. Insurance	6,290	6,479	6,673	6,873	7,079	7,292	7,511	7,736	7,968	8,207	8,453
nditure Accounts	1	Libraries	Libraries	& Service Centre	0415. Utilities	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0520. Electricity	10,300	10,609	10,927	11,255	11,593	11,941	12,299	12,668	13,048	13,439	13,842
nditure Accounts	1	Libraries	Libraries	& Service Centre	0415. Utilities	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0660. Rates	3,284	3,383	3,484	3,589	3,696	3,807	3,921	4,039	4,160	4,285	4,413
nditure Accounts	1	Libraries	Libraries	& Service Centre	0420. Security	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	Cash Protection	2,424	2,497	2,572	2,649	2,728	2,810	2,894	2,981	3,071	3,163	3,258
nditure Accounts	1	Libraries	Libraries	& Service Centre	5. Cleaning Costs	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	401. Contractors	14,049	14,470	14,905	15,352	15,812	16,287	16,775	17,278	17,797	18,331	18,881
nditure Accounts	1	Libraries	Libraries	& Service Centre	ding Maintenance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	401. Contractors	20,298	20,907	21,534	22,180	22,846	23,531	24,237	24,964	25,713	26,484	27,279
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	ice Consumables	4,159	4,284	4,412	4,545	4,681	4,821	4,966	5,115	5,268	5,427	5,589
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0602. Advertising	1,862	1,918	1,975	2,035	2,096	2,159	2,223	2,290	2,359	2,429	2,502
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	Sundry Expenses	4,631	4,770	4,913	5,060	5,212	5,369	5,530	5,696	5,866	6,042	6,224
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	lephone Charges	1,545	1,591	1,639	1,688	1,739	1,791	1,845	1,900	1,957	2,016	2,076
nditure Accounts	1	Libraries	Libraries	& Service Centre	ation Expenditure	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	nication Charges	11,858	12,214	12,580	12,958	13,346	13,747	14,159	14,584	15,021	15,472	15,936
nditure Accounts	1	Libraries	Libraries	& Service Centre	pment & Furniture	nue and Expense	Expenditure	Other expenses	3.0%	nlease payments	nLease - Rentals	Office Equipment	850	876	902	929	957	985	1,015	1,045	1,077	1,109	1,142
nditure Accounts	1	Libraries	Libraries	& Service Centre	pment & Furniture	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	inor Capital Items	4,128	4,252	4,379	4,511	4,646	4,785	4,929	5,077	5,229	5,386	5,548
nditure Accounts	1	Libraries	Libraries	& Service Centre	30. Bank Charges	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0614. Bank Fees	1,307	1,346	1,387	1,428	1,471	1,515	1,561	1,607	1,656	1,705	1,756
nditure Accounts	1	Libraries	Libraries	& Service Centre	ibrary Resources	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	apers Purchases	4,931	5,079	5,231	5,388	5,550	5,716	5,888	6,065	6,246	6,434	6,627
nditure Accounts	1	Libraries	Libraries	& Service Centre	0410. Insurance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0636. Insurance	878	904	931	959	988	1,018	1,048	1,080	1,112	1,146	1,180
nditure Accounts	1	Libraries	Libraries	& Service Centre	0415. Utilities	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0520. Electricity	15,602	16,070	16,552	17,049	17,560	18,087	18,630	19,188	19,764	20,357	20,968
nditure Accounts	1	Libraries	Libraries	& Service Centre	0415. Utilities	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Other Expenses	0660. Rates	2,592	2,670	2,750	2,832	2,917	3,005	3,095	3,188	3,283	3,382	3,483
nditure Accounts	1	Libraries	Libraries	& Service Centre	0420. Security	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	Cash Protection	2,034	2,095	2,158	2,223	2,289	2,358	2,429	2,502	2,577	2,654	2,734
nditure Accounts	1	Libraries	Libraries	& Service Centre	0420. Security	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	Security Patrols	2,436	2,509	2,584	2,662	2,742	2,824	2,909	2,996	3,086	3,178	3,274
nditure Accounts	1	Libraries	Libraries	& Service Centre	5. Cleaning Costs	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Materials	Cleaning Supplies	2,368	2,439	2,512	2,588	2,665	2,745	2,828	2,912	3,000	3,090	3,182
nditure Accounts	1	Libraries	Libraries	& Service Centre	ding Maintenance	nue and Expense	Expenditure	Other expenses	3.0%	erating expenses	Contracts	401. Contractors	15,265	15,723	16,195	16,680	17,181	17,696	18,227	18,774	19,337	19,917	20,515

Identify the changes to any financial line items and explain the rationale for this change.

Planned Capital Expenditure for Key Capital Projects

How much capital expenditure will be spent, on what asset, and what are the key capital projects beyond the next ten years?

(Insert Magiq table here of capex projects. Include whole of Life costs/future operating projections if different from above, and consider NPV. Remember to include officer resource requirements where time will be capitalized, and assets that will be created with corresponding depreciation values). **TABLE TO COME**

LGA s101 Funding Considerations

Funding Policy

Funding Principles

User-pays	Exacerbator-pays	Inter-generational equity	Separate funding
Low/Med/Hi	Low/Med/Hi	Low/Med/Hi	Low/Med/Hi

This table shows how Council has considered the funding in relation to the activity, using a simple high to low scale. The categories are:

- User-pays – the degree to which the activity can be attributed to individuals or identifiable groups rather than the community as a whole;
- Excerbator-pays – the degree to which the activity is required as a result of the action (or inaction) of individuals or identifiable groups;
- Inter-generational equity – the degree to which benefits can be attributed to future periods, and;
- Separate funding – the degree to which the costs and benefits justify separate funding for this activity.

When an activity is paid for through a number of funding mechanisms, Council’s practice is to meet its operating costs in the first instance through fees & charges and grants & subsidies (subject to the considerations outlined above). If the activity requires further operational funding, this remainder is funded through rates.

Capital Cost Funding Policy

This capital programme will be funded in accordance with the following principles: (example below)

Investment type	Initial funding	Serviced and/or repaid by
• Renewal/replacement • Service improvement and other assets • growth	• rates and debt • debt • debt	• rates • rates • rates

Rates	Borrowing	Financial Contributions	Grants and other funds
Low/Medium/High/Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable	Low/Medium/High/ Not Applicable

Operating Cost Funding Policy

This table below shows Council's broad funding target for the activity (i.e. how much is paid by individuals/groups versus the community as a whole), and the associated funding mechanism used (i.e. general rates, targeted rates, user charges etc.). Because there are variations in the balance between individual/group and community funding, the funding target is expressed in broad terms rather than specific percentages. These broad ranges are:

- Low = this source provides 0%-25% of the funding for this activity;
- Medium = this source provides between 26% and 75% of the funding for this activity, and;
- High = this source provides between 76% and 100% of the funding for this activity.

	Funding Target	Funding Mechanisms
Individual/Group	Low/Medium/High	Fees & Charges/Targeted rates (Low, Medium, High)
Community	Low/Medium/High	General rates/Grants & Other (Low, Medium, High)

Part 6: Risk and Opportunity Management

What specific risks are identified for this activity, and what controls and mitigations are planned or in place to address these? The below table contains our Operational Risks #1615376

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
Privacy - Customers' personal information is accessed and released without authority	-Employees not trained in Privacy matters -Accidental access or release of information -Intentional access or release of information -Personal information released to another agency without the proper request process adhered to	-Privacy breach -OPC intervention -Negative social media comments -Customer loss of confidence in TDC process -Loss of reputation -LGOIMA request -Extra workload on employees	4	5	-OPC Privacy training -Privacy breach reported to TDC Privacy Officer -Business Unit induction -Privacy training included in the training and competencies -Security bins/shredder -Privacy statement in T&C's and website	3	1
Aoraki collection development - Failure to collect and maintain Aoraki collection	-Items incorrectly categorised as being insignificant -Insufficient funding -Lack of digital maintenance -Lack of community education	-History lost forever (locally and nationally) -Loss of public/author confidence -Negative publicity	4	5	-Aoraki Plan (incl. acquisitions) -Preservation assessment -Catalogue training e.g. Library Diploma -Recollect training -Provider agreements -Restricted access	3	1

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
	-Inadequate storage e.g. humidity, water damage, silverfish -Lack of knowledge -Not adhering to internal policy requirements -Fragility of collection -Vandalism -Theft of information/items -Selection - no approach for digitisation process -Quality - building a digitised collection that is not of the right quality -Standards - changing standards over time as technology changes -Metadata - wrong metadata schema adopted -Resources - limited resources, cost of digitisation due to	-Longer preservation of analogue originals -Data lost forever or inaccessible e.g. no reading room -Extra workload			-Business Unit induction included in the training and competencies folder -Community education programme -Copyright permissions -Disaster Recovery Plan and kit -Disaster recovery training -Data loggers (for environmental control) -Maintenance regime (for environmental controls) -Fire sensors, FE's, alarm linked to FENZ -Digitisation plan -Meeting BWOF requirements e.g. monthly building checks -Appropriate formatting for uploading -Experienced and knowledgeable heritage librarians -Industry standard collections management systems e.g. Kōtui -RECOLLECT (capture, manage and share content)		

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
	being labour intensive, not enough time -Preservation, no backup -Management - underestimating how much it takes to manage and preserve a digital collection (cost and human resources) -Ownership - copyright infringement -Degradation of material over time						
Copyright - Infringement of copyright rules	-Excessive printing of material -Unauthorised use of branded names e.g. Lego -Lack of awareness and/or understanding of requirements -Lack of signage	-Legal challenge and prosecution -Negative reputation -Loss of confidence in TDC not understanding requirements -User frustrated as not understanding copyright requirements -Negative social commentary	3	5	-Included in the training and competencies folder -Keeping abreast with legislative changes e.g. LIANZA -User education e.g. signage, explanation -Copyright Act knowledge -Copyright refresher training -Legal advice and support	2	1

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
Accessibility – Library temporarily closed	-Significant natural hazard event e.g. earthquake, severe weather, pests, tsunami - Protesters - Vandalism e.g. disgruntled employee, extreme tagging, item mutilation, roof damage - Operational disruption e.g. member of public under the influence, offensive language - Break-ins/theft - Arson - Loss of power - IT failure	- Irreversible damage - Flooding - Costly restoration - Disruption to service - Destruction of digital material - Damage to building e.g. structural, public restrooms with broken doors - Damaged furniture - Higher insurance premiums - CAPEX and OPEX increases - Offensive content and language affecting staff and community negatively - Items can't be replaced - Loss of customers	5	5	-Employee education – Included in the training and competencies folder -Community education e.g. loan agreements, T&Cs -Security cameras (incl. Maintenance of) -CCTV signage -Fire proof afterhours returns bins -Fire suppressant systems -Trespass notice -Police/FENZ support/co-operation -Smoke detectors -Insurance cover -Library Business Continuity Plan - Lighting outside and inside building	4	1

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
Collection management - Not having a relevant or culturally appropriate collection for the community	-Lack of funding -Lack of employee knowledge and experience -Poor weeding schedule -Not utlilising Collection HQ -Lack of access and not knowing suppliers -Incorrect format purchased -Not utilising community input -Poor service from suppliers -Pest infestation -Lack of environmental controls -Poor storage practices -Poor handling practices -Inadequate collection disaster management plan -Natural disaster	-Items incorrectly categorised as being insignificant -Insufficient funding -Lack of digital maintenance -Lack of community education -Inadequate storage e.g. humidity, water damage, silverfish -Inadequate staffing levels -Lack of knowledge -Not adhering to internal policy requirements -Fragility of collection -Vandalism -Theft of information/items -Selection - no approach for digitisation process -Quality - building a digitised collection	5	5	-Collection development guidelines -On the job training and mentoring -Utllisation of Collection HQ -Weeding schedule -BlueCloud analytics -Acquisition guidelines -Request protocols e.g. pink slip -Supplier agreement / reviews -Interloan arrangements -Data loggers (for environmental control) -Maintenance regime (for environmental controls) -Fire sensors, sprinklers, FE's, fire blanket, alarm linked to FENZ -Emergency Response Procedure (ERP) -ERP annual refresher training -IQP inspections e.g. lift, aircon, fire systems, electrical test and tag -CCTV cameras -CCTV signage	2	1

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
	-Arson and deliberate damage -Poor display practices -Poor building management	that is not of the right quality -Standards - changing standards over time as technology changes -Metadata - wrong metadata schema adopted -Resources - limited resources, cost of digitisation due to being labour intensive, not enough time -Preservation, no backup -Management - underestimating how much it takes to manage and preserve a digital collection (cost and human resources) -Access - digital files will be misused			-Meeting BWOF requirements e.g. monthly building checks -Cleaning and maintenance schedule -After hours security monitoring and response -Experienced librarians and employees		

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
		-Ownership - copyright infringement -Degradation of material over time					
Children – Unacceptable behaviour causes disruption to other library users	-Parent or guardian not paying attention -Children unaccompanied	-Inappropriate use of computers -Undue stress/pressure on employees -Moral sense of responsibility on employees -Welfare concerns -Unfair negative social commentary -Damaged to assets -Police/social welfare intervention -Adverse parent reaction to library rules -Loss of membership	4	4	-Unacceptable behaviour guide -Signage -Included in the training and competencies folder -Staff education -Police/social welfare support -T&C's	3	1
Transit – Items damaged or	-Poorly packaged -Poor courier management -Disruption to service	-Loss of reputation -OPEX increase -Poor customer experience	5	5	-Digitisation -Lending policy -Courier contracts -Branch libraries	2	1

Risk (There is a risk that/of)	Caused by	Resulting in	Consequence	Likelihood	Controls and/or Mitigations	Consequence	Likelihood
lost while in transit	-Poor handling practices e.g. courier, customs -Weather events -Theft while in transit	-Loss to collections -Cost to other libraries -Negative social media comments -Increase in resource time to deal with damage/loss			-Insurance cover -Packaging process -Transit tracking (internal and external)		

What specific opportunities are identified for future consideration for this activity?

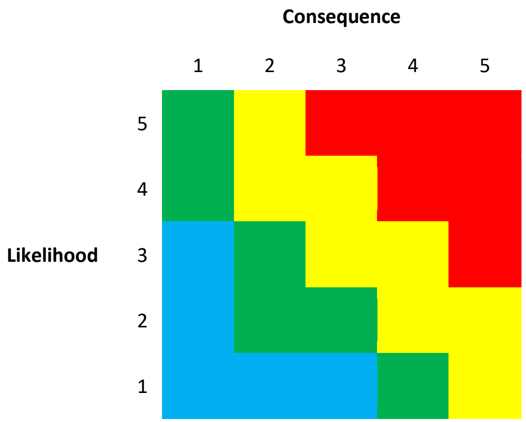
Description	Triggered by	Resulting in	Controls and/or Exploitation
Geraldine Library extension / redevelopment.	Demand for a higher level of service. Space constraints.	Redeveloping and extending the Geraldine Library presents a significant opportunity to strengthen community wellbeing, improve service accessibility, and future-proof the facility in alignment with Council's strategic direction. As community expectations evolve and climate-related pressures increase, a modernised library facility can deliver enhanced resilience, improve environmental performance, and expand community-centred services.	A modern library can attract foot traffic, support local businesses, and contribute to Geraldine's economic vitality. Upgrading the building envelope and digital infrastructure can significantly reduce energy consumption and operational costs. Modern design and technology reduce maintenance costs, improve energy efficiency, and support more effective service delivery. Expanded space enables stronger partnerships with schools, community organisations, digital providers, and cultural groups. Redevelopment positions the library to meet population growth, demographic change, and evolving community expectations.

Temuka Library & Community Hub (redevelopment / new building).	Local Government Act 2002; earthquake strengthening and asset condition The current building requires earthquake strengthening (**currently at 25% NBS**) and has escalating maintenance costs, making it possibly uneconomic to upgrade and maintain rather than rebuild.	A new library can provide welcoming, inclusive spaces that support literacy, lifelong learning, digital inclusion, creativity, and social cohesion—directly contributing to Council's wellbeing outcomes. A new library build in Temuka presents a significant opportunity to deliver a modern, resilient, and community-centred facility that aligns with the Council's long-term strategic direction. As community needs evolve and climate pressures intensify, a purpose-built library offers the chance to strengthen service delivery, improve environmental performance, and create a flexible, future-ready space that supports wellbeing, learning, and social connection. A modern library can serve as a civic anchor for Temuka, reflecting local heritage, culture, and community pride.	The project can demonstrate Council leadership in climate-resilient, low-carbon public infrastructure. A modern library can attract foot traffic, support local businesses, and contribute to Temuka's economic vitality. Modern design and technology reduce maintenance costs, improve energy efficiency, and support more effective service delivery. Redevelopment positions the library to meet population growth, demographic change, and evolving community expectations. Expanded space enables stronger partnerships with schools, community organisations, digital providers, and cultural groups. A new build allows for incorporation of high-performance insulation, passive heating/cooling, solar generation, LED lighting, and efficient HVAC systems—reducing emissions and operational costs. The facility can be designed to withstand increased rainfall, heat, and climate variability, with improved drainage, flood mitigation, and resilient building materials.

Timaru Library expansion / redevelopment	Demand for a higher level of service. Space constraints.	Expanding the Timaru Library presents a major opportunity to strengthen community wellbeing, modernise service delivery, and future-proof the district's central library facility. As the largest library in the district and a key civic asset, expansion enables the creation of flexible, purpose-built spaces that support learning, digital inclusion, cultural preservation, and community connection. It also provides the opportunity to address climate resilience, accessibility, and long-term operational efficiency. It could be used as any of the following: **Dedicated reading room:** A quiet, comfortable space for study, research, and reading. **Monitored access to protected items:** Purpose-built secure room to allow supervised access to heritage collections, archives, and rare materials, strengthening cultural preservation. **Activity and meeting space:** Flexible room for programmes, workshops, community meetings, and outreach activities to	A modernised central library strengthens Timaru's civic precinct, attracts foot traffic, and supports local businesses. Releasing existing space expansion allows current library areas to be repurposed for other needs—such as collections growth, digital hubs, Community programming and staff workspace improvement Basement Exit Redevelopment**:** Updating basement exits improves safety, compliance, and accessibility for staff and public use. Incorporation of high-performance insulation, passive heating/cooling, solar generation, LED lighting, and efficient HVAC systems reduces emissions and operational costs. This expansion would give protentional for solar panels to be positioned on the roof and thus reduce running costs for the entire facility. The project can model sustainable procurement, waste minimisation, and low-carbon construction practices aligned with council's climate commitments. Purpose-built spaces allow future integration of new technologies, climate adaptation measures, and evolving service models.

		support social cohesion and community participation. **After-hours meeting space:** A meeting room with an external door to enable community groups to hire the space outside library hours, increasing access and supporting local organisations. **Maker Space:** A creative, hands-on environment for STEAM activities, craft, digital creation, and innovation to encourage skill development and youth engagement. **Podcast / media creation space:** A small studio available for hire to support digital literacy, local storytelling, and community content creation.	

Risk Matrix



Key (as per Risk Management Policy):

Likelihood

1. Rare
2. Unlikely
3. Possible
4. Likely
5. Almost Certain

Consequences

1. Less than minor
2. Minor
3. Moderate
4. Major
5. Extreme

Risk Categories

- Political
- Environmental
- Social
- Reputational
- Financial
- Operational
- Health & Safety
- Legislative/Regulatory
- Levels of S

Part 7: New Projects or Programmes Investment Summary

7.1 Timaru Library roof replacement

Business Justification and Scope	
Project/Programme	• **» Timaru Library roof replacement**
Purpose	• **» The Timaru Library roof was repaired with a new membrane put on in 2020. At the time the roof was given a lifecycle of 10 years. A replacement needs to be undertaken to ensure the longevity of the roof.**
Level of Service	• **» N/A (New project/programme: Upgraded/Replacement)**
Business Justification	**Option 1: Continue reactive maintenance (status quo)** • Low initial cost but high long-term cost. • Does not address underlying deterioration. • Significant risk of service disruption and asset damage. • Not aligned with climate resilience or long-term asset management principles. **Not recommended**. **Option 2: Full roof replacement (preferred option)** • Provides long-term protection for the building and collections. • Enables installation of modern, climate resilient materials and improved insulation. • Reduces operational risk and maintenance costs. • Aligns with Council's climate adaptation and sustainability objectives. Preferred option due to long-term value, risk reduction, and strategic alignment. **Outcomes successful delivery of a new roof will:** • Ensure uninterrupted library services, protecting public access to learning, digital inclusion, and community connection. • Improve building resilience to climate change impacts, including heavy rainfall and temperature extremes. • Protect collections, technology, and public spaces, reducing risk of damage or loss. • Enhance internal environmental conditions, supporting staff wellbeing and patron comfort. • Strengthen the council's ability to meet strategic outcomes related to community wellbeing, sustainability, and resilient infrastructure. • **Benefits** • Reduced long-term maintenance costs through installation of durable, modern roofing systems.

- Improved energy efficiency due to upgraded insulation and thermal performance.
- Lower operational risk, reducing the likelihood of emergency closures or costly remediation.
- Enhanced public trust through reliable, safe, and well-maintained civic facilities.
- Protection of heritage and cultural assets, including collections and archives.
- Improved staff working conditions, supporting productivity and wellbeing.
- Alignment with council's climate resilience and sustainability commitments, demonstrating responsible asset stewardship.

- **Evidence**
- Quote obtained April 2026 – Content Manager # F16431

Risks, Opportunities

Risks

- Service Disruption: Failure of the existing roof could lead to leaks, dampness, or emergency closures, interrupting public access to library services.
- Damage to Collections: Water ingress poses a significant risk to books, heritage materials, technology, and public equipment.
- Health & Safety Hazards: Moisture, mould, and compromised air quality create risks for staff and patrons, including slip hazards and respiratory concerns.
- Escalating Maintenance Costs: Continued deterioration increases the frequency and cost of reactive repairs, reducing budget efficiency.
- Climate Vulnerability: The current roof is not designed for increasing rainfall intensity, heat, and extreme weather events, heightening the risk of structural failure.
- Reputational Risk: Visible deterioration or service interruptions may reduce public confidence in Council's stewardship of key civic assets.
- Long-Term Building Integrity: A new roof protects the library's structure, collections, technology, and public spaces for decades.

Assumptions, Constraints and Dependencies

- **» Statutory / Regulatory requirement: Possibly**

Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$										
CAPEX (excl internal resource)	$			2,000,000							
OPEX	$										
Revenue	$										
Project Total (excluding GST)	$			2,000,000							
Detailed cost breakdown attached Y/N? **Yes – Content Manager # F16431**											

MCDA (from source business case): Strategic alignment 1; Climate Action 1; Sustainability 1; Impact 1; Relationship with Māori 1; Leverage 1; Ease of Implementation 1; Core Competencies 1.

Funding note (from source): Capex $2,000,000 in Year 3 (per source).

7.2 Library Management System

Business Justification and Scope	
Project/Programme	• » Library Management System
Purpose	• **The replacement of a modern Library Management System (LMS) is dependent on the Kōtui consortia decision.**
Level of Service	• N/A (New project/programme: Replacement/Upgraded)
Business Justification	• Timaru District Libraries is currently a member of the Kotui consortia for its Library Management System (LMS). The current membership sits at 41 councils across New Zealand. • Kōtui is supported and funded by the National Library of New Zealand, Department of Internal Affairs and member councils. • Kōtui's current agreement with its LMS provider was scheduled to end in June 2026. Currently an RFP is being completed, an environmental scan for options for a new LMS and discovery layer (catalogue). • Any extra costs that come from this RFP will be passed onto member councils, with the possibility of a complete replacement of the LMS happening.
Risks, Opportunities	• Leaving the Kōtui consortium would create significant financial, operational, and strategic risks for Timaru District Libraries. Kōtui provides a nationally supported, cost-effective, and professionally managed Library Management System (LMS) and discovery layer. Exiting the consortium would require the library to independently source, fund, implement, and maintain an alternative LMS, resulting in substantial impacts across service delivery, budgets, and long-term sustainability.
Assumptions, Constraints and Dependencies	• » Statutory / Regulatory requirement: No

Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$										
CAPEX (excl internal resource)	$		150,000								
OPEX	$										
Revenue	$										
Project Total (excluding GST)	$		150,000								
Detailed cost breakdown attached Y/N? N											

MCDA (from source business case): Strategic alignment 3; Climate Action 1; Sustainability 3; Impact 1; Relationship with Māori 1; Leverage 1; Ease of Implementation 5; Core Competencies 5.

Funding note (from source): Opex $150,000 (source; Year 2).

7.3 Aoraki Heritage collections digitisation project – large items, e.g. newspapers

Business Justification and Scope	
Project/Programme	• **» Aoraki Heritage collections digitisation project – large items, e.g. newspapers**
Purpose	• » The purpose of continuing the digitisation of *The Timaru Herald* is to preserve the remaining newspaper collection and make it fully accessible to the community in a modern, searchable digital format. Completing the digitisation beyond 1945 ensures long-term protection of a fragile heritage resource and provides reliable digital access to the district's most significant historical record.
Level of Service	• **» Expands what is currently available (New project/programme: No)**
Business Justification	• A long-term project is underway to digitise *The Timaru Herald*, with all issues up to 1945 now completed. Continuing this work is essential to preserve and provide access to the remaining years. Timaru District Libraries is the repository of last resort for *The Timaru Herald*, holding physical copies from 1886 to the present day, with digital versions currently available only for 1886–1945. Community demand for access to issues beyond 1945 continues to grow, particularly for research, heritage, and local history purposes. • Given the size, fragility, and specialist handling required for historic newspapers, further digitisation must be carried out by an experienced digitisation provider to ensure preservation standards are met, and high-quality digital outputs are produced. Continuing the project will safeguard the remaining collection, improve public access, and complete a significant cultural heritage initiative for the district. • The Collaborative Digitisation Programme, run by the National Library of New Zealand, gives organisations, community groups and individuals the opportunity to work with the National Library to digitise heritage newspapers, magazines and journals. Once digitised, these titles are published on the Papers Past website. • The cost of digitisation is usually shared between applicants and the National Library. The library also covers all ongoing costs, including long-term digital storage and ongoing public access to the material on Papers Past (and any future platforms).
Risks, Opportunities	**Risks** • Damage to fragile originals: The newspapers are large, brittle, and deteriorating. Any handling—especially by non-specialists—risks tearing, crumbling, or loss of content. • Loss of irreplaceable heritage material: Timaru District Libraries is the repository of last resort for *The Timaru Herald*. If physical copies degrade before digitisation, the historical record may be permanently lost. • Specialist dependency: Digitisation requires a specialist provider. Limited availability, scheduling delays, or cost increases could affect project timelines. • Data quality risks: Poor scanning, incomplete metadata, or technical errors could reduce the usability of the digital archive. • Funding continuity: Without ongoing funding, the project may stall, leaving the collection only partially digitised and reducing long-term value. • Technology obsolescence: If digital formats or platforms are not maintained, future access could be compromised. • Unmet community expectations: The public expects continued digitisation beyond 1945. Failure to progress may reduce trust and satisfaction. • Reduced accessibility: Without digitisation, later issues remain accessible only in-person, limiting use by researchers, schools, historians, and remote users. **Opportunities** • Long-term protection of a unique local record: Digitising issues beyond 1945 safeguards the district's most significant historical newspaper collection. • Reduced handling of fragile originals: Once digitised, physical copies can be preserved with minimal future handling. • Searchable digital access: Digitised newspapers allow keyword searching, remote access, and easier research for schools, historians, genealogists, and the wider community. • Equitable access: Digital availability supports users who cannot visit the library in person. • Long-term protection of a unique local record: Digitising issues beyond 1945 safeguards the district's most significant historical newspaper collection.

Cost Summary	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$									
CAPEX (excl internal resource)	$	45,000								
OPEX	$									
Revenue	$									
Project Total (excluding GST)	$	45,000								
Detailed cost breakdown attached Y/N? N Letter of intent in Content Manager (#1872362)										

MCDA (from source business case): Strategic alignment 5; Climate Action 1; Sustainability 3; Impact 3; Relationship with Māori 1; Leverage 3; Ease of Implementation 5; Core Competencies 1.

Funding note (from source): Capex $45,000 per year (source; placed in Year 1 — confirm whether recurring across all years).

7.4 RFID Security Gates

Business Justification and Scope	
Project/Programme	• » RFID Security Gates (Radio Frequency Identification)
Purpose	• » The existing gates are coming to their end of life and need updating.
Level of Service	• » Replacement of RFID security gates at the library entrances to protect collections and for self-service issue/return. (New project/programme: Upgrade/Replacement)
Business Justification	**Option 1: Continue maintaining existing gates (status quo)** • No capital cost. • Increasing maintenance burden and declining reliability. • The existing RFID security gates are approaching end-of-life and no longer meet contemporary performance, reliability, or compatibility standards. Their declining functionality presents several operational and strategic risks: • Reduced reliability, including false alarms, missed reads, and inconsistent detection of tagged items. • Incompatibility with modern RFID hardware and software, limiting the effectiveness of new equipment and upgrades. • Diminished security performance, increasing the risk of unintentional loss of library materials. • Maintaining the status quo will continue to erode security performance, increase operational costs, and constrain the library's ability to deliver efficient, modern services. • Does not meet future technology or security requirements. **Not recommended.** **Option 2: Full replacement with modern RFID security gates (preferred option)** • Provides reliable, accurate detection, and improved security. • Ensures compatibility with current and future RFID equipment and Library Management System (LMS) integrations. • Reduces maintenance costs and improves operational efficiency. • Enhance customer flow, accessibility, and the overall library experience. **Preferred option due to long-term value, risk reduction, and alignment with digital service expectations.** **Outcomes** • Upgrading the RFID security gates will: • Improve collection security, reducing loss, and ensuring more accurate detection of tagged items. • Enhance customer experience, with modern gates supporting smoother entry/exit. • Support digital service delivery, ensuring full compatibility with current RFID equipment and future upgrades. • Reduce operational downtime, with reliable technology that requires less maintenance and fewer interventions. • Strengthen accessibility, with modern gate designs that better accommodate mobility devices, prams, and high-traffic periods. • Align with Council's digital and asset management strategies, ensuring core technology remains fit-for-purpose. **Benefits** • Improved security and reduced loss, protecting Council investment in collections. • Lower long-term maintenance costs, with modern gates requiring fewer repairs and offering longer lifecycle performance. • Better integration with RFID workflows, supporting efficient circulation, stock management, and customer self-service.

	• Enhanced public trust, demonstrating proactive stewardship of library assets and modernisation of core technology. • Future-proofing, enabling the library to adopt new RFID features, analytics, and digital enhancements as they emerge. • Improved accessibility and customer flow, supporting inclusive service delivery.
Risks, Opportunities	**Risks** • Service disruption during installation: Replacement work may temporarily affect entry/exit flow, requiring careful staging to minimise impact on patrons. • Staff training requirements: Staff may need training on new gate functionality, reporting tools, and troubleshooting processes, creating short-term workload pressure. • Transition risks: During the changeover period, security performance may be reduced if old gates are removed before new gates are fully operational. • Cost escalation: Market pricing for RFID technology may increase, or installation costs may exceed initial estimates. • Lifecycle risk: Selecting a system with a shorter lifecycle or limited upgrade pathways could reduce long-term value. • Warranty or support gaps: If vendor warranties or service agreements are insufficient or become too expensive, council may face higher long-term maintenance costs. • Negative customer experience: If gates are unreliable or overly sensitive, false alarms may frustrate patrons and reduce trust in the system. • Enhanced detection accuracy: Modern RFID gates significantly reduce missed reads and false alarms, improving protection of library collections. • Reduced loss of materials: Better security performance protects council investment in physical collections. **Opportunities** • Lower maintenance requirements: New gates reduce downtime, servicing needs, and reactive maintenance costs. • Better integration with RFID workflows: Improved compatibility with self-service kiosks, circulation systems, and future RFID enhancements. • Real-time reporting and analytics: Modern gates provide data insights that support stock management and security monitoring. • Improved entry/exit flow: Modern gate designs support smoother movement through the library. • Enhanced accessibility: Wider lanes and modern sensors accommodate mobility devices, prams, and high-traffic periods. • More welcoming environment: Modern gates contribute to a contemporary, user-friendly library experience. • Supports digital transformation: Upgraded gates align with council’s digital strategy and modern service expectations. • Compatibility with future technologies: New gates can integrate with emerging RFID features, improved analytics, and future LMS upgrades. • Strengthens library resilience: Reliable technology reduces operational risk and supports long-term service continuity.
Assumptions, Constraints and Dependencies	• **» Statutory / Regulatory requirement: No**

Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$										
CAPEX (excl internal resource)	$	75,000									
OPEX	$										
Revenue	$										
Project Total (excluding GST)	$	75,000									
Detailed cost breakdown attached Y/N? Y #1873232 quote from March 2026											

MCDA (from source business case): Strategic alignment 3; Climate Action 1; Sustainability 3; Impact 1; Relationship with Māori 1; Leverage 1; Ease of Implementation 5; Core Competencies 5.

Funding note (from source): Capex $75,000.

7.5 Mobile Library

Business Justification and Scope	
Project/Programme	**» Mobile Library**
Purpose	**» Mobile libraries bring library services closer to residents, including those in rural or underserved areas, making books and resources more accessible. They promote literacy and a love of reading. A mobile library would be equipped with Wi-Fi and digital resources, allowing patrons to access eBooks, online databases and educational materials, even in remote areas. During emergencies or natural disasters, mobile libraries can offer information, communication, and access to resources to affected communities.**
Level of Service	**» Expands the Library's outreach programme (New project/programme: Yes)**
Business Justification	**Implications of current state / Status quo option** • Without a mobile library van, Timaru District Libraries cannot adequately reach residents who face barriers accessing physical library branches. The current service model limits the library's ability to support rural communities, mobility-limited residents, early childhood centres, schools, and groups experiencing digital exclusion. • This gap becomes more significant in the context of impending amalgamation with neighbouring councils, where service expectations, geographic coverage, and community reach will expand. Maintaining the status quo would leave Timaru under-prepared for a larger, regionally integrated library network and unable to contribute equitably to shared service delivery across a wider district. **Option 1: Continue without a mobile library service (status quo)** • No capital cost. • Does not address current access barriers. • Leaves Timaru poorly positioned for amalgamation, where mobile outreach will be essential across a larger geographic area. **Not recommended.** **Option 2: Increase Outreach using existing staff and vehicles** • Limited improvement. • Existing vehicles are not fit-for-purpose for carrying collections, digital equipment, or providing safe mobile service environments. • Insufficient capacity to meet expanded regional needs post-amalgamation. **Not recommended.** **Option 3: Invest in a purpose-built mobile library van (preferred option)** • Provides a dedicated, accessible, safe, and flexible mobile service platform. • Enables delivery of collections, digital resources, Wi-Fi, technology support, and programmes directly to communities. • Positions Timaru strongly for regional service integration, ensuring equitable contribution to a future multi-council library network. **Preferred option due to long-term value, service reach, and strategic alignment.** **Outcomes** • A mobile library van will enable: • Equitable access to library services for rural residents, older adults, and people with mobility or transport barriers. • Expanded digital inclusion, with on-site technology support, Wi-Fi access, device help, and digital literacy programmes. • Enhanced outreach to schools, early childhood centres, aged-care facilities, and community events. • Improved readiness for amalgamation, ensuring Timaru can deliver mobile services across a larger geographic area and contribute to shared regional service standards. • Flexible service delivery, including rapid response to community needs, emergencies, or temporary branch closures.

	Benefits • Greater reach and accessibility, ensuring all residents—current and future—can benefit from library services regardless of location. • Improved digital literacy, supporting employment, education, and social participation. • Enhanced community resilience, with mobile access to information, technology, and support. • Stronger regional capability, positioning Timaru as a proactive contributor in an amalgamated library network. • Increased utilisation of library resources, including digital collections and programmes. • Alignment with council's strategic priorities, including community wellbeing, equity, digital inclusion, and regional collaboration.
Risks, Opportunities	**Risks** • Service continuity during transition: Introducing a mobile service requires new scheduling, staffing, and operational processes. Without careful planning, early service delivery may be inconsistent. • Vehicle reliability and maintenance: As a core service asset, any mechanical issues or downtime could disrupt outreach programmes and reduce community trust. • Staffing capacity: Operating a mobile service requires trained staff who can manage collections, digital support, and community engagement. Insufficient staffing could limit service reach. • Health and safety obligations: Mobile operations introduce additional risks (vehicle safety, site access, weather conditions, manual handling) that must be managed through robust procedures. • Capital cost escalation: Vehicle build, fit-out, and technology installation may exceed initial estimates due to supply chain pressures or customisation requirements. • Ongoing operational costs: Fuel, maintenance, insurance, and staffing may increase over time, particularly if service demand grows. • Technology lifecycle costs: Onboard digital equipment (Wi-Fi, devices, RFID, AV equipment) will require periodic replacement and upgrades. • Misalignment with future regional service models: If the van is not designed with regional interoperability in mind, it may not fully meet the needs of an amalgamated council network. • Inconsistent service expectations: Different councils may have varying outreach standards; without coordination, service delivery may become uneven across the new district. • Asset integration challenges: Post-amalgamation, fleet management, branding, and scheduling may need to be harmonised across multiple councils. • Under-utilisation: If routes, schedules, or service offerings do not match community needs, usage may be lower than expected. • Accessibility concerns: Poorly designed entry/exit or interior layout could limit access for mobility-impaired users, prams, or large groups. • Perception risk: If not communicated well, some communities may view the mobile service as replacing or reducing investment in fixed library branches. **Opportunities** • Improved access for rural and remote communities: The van brings library services directly to residents who cannot easily reach physical branches. • Enhanced support for mobility-limited users: Older adults, people with disabilities, and those without transport gain reliable access to collections and digital services. • Expanded outreach to schools, ECEs, aged-care facilities, and community groups: Strengthens literacy, learning, and community wellbeing. • Mobile digital support: The van can provide Wi-Fi, device help, digital literacy training, and one-on-one technology assistance. • Stronger digital equity outcomes: Supports council's digital inclusion goals by reaching people who lack connectivity or confidence. • Regional service readiness: A mobile van positions Timaru strongly for a multi-council library network, enabling shared outreach across a larger geographic area. • Flexible deployment across the new district: The van can respond to regional needs, emergencies, events, and service gaps in an amalgamated council. • Demonstrates leadership: Shows proactive investment in modern, equitable service delivery ahead of structural change. • Flexible service model: The van can adapt routes and programmes based on community demand, seasonal needs, or emerging priorities. • Increased visibility and engagement: A mobile presence strengthens awareness of library services and builds stronger community relationships. • Supports resilience: Provides service continuity during branch renovations, emergencies, or temporary closures. • Maximises council investment in collections and digital resources by bringing them directly to communities. • Strengthens partnerships with iwi, schools, social services, and community organisations. • Enhance community wellbeing through literacy, learning, connection, and access to information.

Cost Summary		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Internal Resource to be capitalised	$										
CAPEX (excl internal resource)	$				700,000						
OPEX	$										
Revenue	$										
Project Total (excluding GST)	$				700,000						
Detailed cost breakdown attached Y/N? Y Quote in CM #1874674. (See note below)											

MCDA (from source business case): Strategic alignment 5; Climate Action 3; Sustainability 1; Impact 3; Relationship with Māori 1; Leverage 1; Ease of Implementation 3; Core Competencies 3.

Funding note (from source): Capex $700,000 in Year 4 (per source).

Note: Quote only includes cost for a van and the fit out. Extras have been allowed for in the $700,000 and would include staffing, vehicle costs (Insurance, Road User charges, fuel, WOF and on road costs, fire extinguisher, alarm system, solar panels, first aid kit, electric step, awning, branding, grab rail, etc.), equipment (laptops, barcode scanners, receipt printers, RFID pads, returns bin, seating, flag, tablets, internet access, small generator).