



**SOUTH WAIRARAPA
DISTRICT COUNCIL**
Kia Reretahi Tātau

Organisational Change – South Wairarapa District Council Libraries

Decision Document

Message from the Chief Executive Officer

On 16 May 25 you were presented with a proposal to implement a functional library structure which is consistent with New Zealand professional library practice, and you were invited to provide feedback on the proposed new functional structure for SWDC Library Services. The consultation period for the proposal ended on 3 Jun 25 and during this period we received several written submissions from individuals and had one on one meetings with some library staff who wanted to meet.

I want to thank you for the quality of your feedback and the questions you have asked. It was very encouraging to read that all feedback received was supportive of the proposal. There is a clear desire from the team to proceed with a functional library model. In addition to the general consensus with a functional library model there were a number of changes suggested in the feedback to enhance the proposal. We have given careful consideration to all feedback received and, where appropriate, sought the perspective of a library specialist before coming to our final decision – as set out in this document. Some changes have been made as a result of your feedback and are detailed in this document.

I recognise that during the consultation process many of you have had questions about the future and how it might impact you personally. We have respected your privacy and have not included personal matters in this document but have answered them directly with you as they arose during the consultation process. I assure you that we had your personal impact and wellbeing as an absolute priority during this period. Now that the final decisions have been made, we will provide letters to all personnel affected and what will happen next as we transition to the new structure. Until the new organisational structure is implemented, we will continue to work through the transition from Wairarapa Library Services. But in saying that the immediate focus will be to support all members of staff and to progress the implementation of the changes.

I am very aware that organisational changes can be very challenging and that the process may have been unsettling. I would like to remind you that EAP support is available to provide free, confidential support and can be contacted 0800 327 669.

Once again, thank you for taking the time to read the proposal and of note to those who provided their viewpoint and valued feedback. As we have emphasized throughout this process, we will make every effort to continue a strong and robust level of communication as we progress to the implementation of the new library structure. If you have any questions, please contact us via email to OrgChange@swdc.govt.nz, or you can contact key staff directly.



Janice Smith
Chief Executive Officer

Purpose of this document

This document outlines the feedback received and the decisions made regarding the Consultation proposal for Library Services – Consultation Document released on 16 May 2025. It also summarises the next steps in confirming and redeploying individuals into roles, current and new.

Background

The purpose of the Consultation Proposal for Library Services was to consult with library staff on our proposal to implement a functional library model. Following the decision to discontinue Wairarapa Library Services, we proposed changes to ensure South Wairarapa District Council (SWDC) delivers a fit for purpose staffing and operating library model that will continue to deliver high-quality service for customers. A functional library model, assigns critical professional functions within a library to senior roles, enabling oversight and leadership in each specialist area. This model also benefits staff by providing opportunities to learn and develop specialist professional skills and it also creates a pathway from junior to senior roles.

The feedback is grouped into themes (organisational structure, new roles and Library Assistants). The majority of the feedback has been summarised and included except for some specific feedback which may identify an individual. In these cases individual responses or discussion has been provided separately.

Consideration of Feedback

Outlined in the table below is a summary of the feedback on the proposal and the decisions taken as a result of feedback received.

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| <ul style="list-style-type: none"> - Marketing - Readers Advisory <ul style="list-style-type: none"> • Customer Service is not covered by the specialist roles. This should be included to ensure customers receive consistent library services that align with library policies. Ensuring that staff induction is robust and on-going training considers changes in community needs. <ul style="list-style-type: none"> • Any proposed changes should take account of the team dynamics to maintain cooperation and avoid development of silo culture or independent libraries. • With the disestablishment of WLS if the current structure remains this may mean individual libraries may | <p>Most libraries do not have a separate marketing team. The Library Manager will be responsible for marketing and the communications plan with support from other library staff and SWDC Comms team, when required.</p> <p>All library staff are responsible for Readers Advisory, with the Collections Librarian being the key link.</p> <p>Customer service in libraries (in addition to Service Centre service) is central to everything that libraries do. This covers everything from behaviour at the desk to the provision of all library services. It is expected that all staff provide excellent and consistent library customer service that reflects any change in community needs, including the specialist roles. We did not propose a change to the Customer Service function. All staff will be required to perform Customer Service Centre functions as required in the Greytown and Featherston Libraries to support communities. The Library Manager and functional leaders will be responsible for staff induction and Service Centre training.</p> <p>Feedback is noted and aligns with a functional library model.</p> | <p>Include Readers Advisory lead in the Collections Librarian Position Description.</p> <p>Customer Service functions and Service Centre services are to be included in all library Position Descriptions, so this aspect of everyone's job role is express.</p> |
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| <p>revert to creating their own programmes which would be a step backwards.</p> <ul style="list-style-type: none"> No provision has been made for day-to-day organisational matters e.g. staffing matters and rosters. If undertaken by the Library Manager, this would take away time which would be better spent on strategic matters. We no longer need to have a person with site specific knowledge anymore. We work well with the team at SWDC (venue booking, property) and can deal with situations as they arise. | <p>The Library Manager will be responsible for rosters, and all staff matters. We do not anticipate that this will take away from strategic matters. Functional leads will be able to support.</p> <p>Feedback is noted and aligns with a functional library model.</p> | |
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| New Positions | | |
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| Feedback | Response | Decision |
| <p>New positions were supported. Feedback included:</p> <ul style="list-style-type: none"> The proposed Programmes and Outreach Specialist role should be renamed to 'Programmes and Outreach Librarian', given this role is equivalent to the new Systems and Collection Librarian roles. | <p>Feedback is partially accepted. The Programme and Outreach Specialist role has one direct report and is a lead role. The feedback to change the job title from specialist to librarian was considered but is not accepted. This role can also be filled by a non-librarian with relevant programme facilitation experience and skills, such as a teacher, a programmes facilitator in a rest home or similar experience. Whilst our preference is to always have this role filled by a qualified librarian, there may be limitations in available suitably qualified personnel in the future within our small community. The Collections and Systems</p> | <p>Position Description will include one direct report as per the proposal document.</p> |

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| <ul style="list-style-type: none"> • The inclusion of a Te Ao Māori Specialist role was greatly appreciated by all staff who provided feedback. Some feedback said it should be a full-time role as significant effort is required to establish relationships, also the significant amount of crossover engagement with other functional leads and the work required to establish a strategic framework for Te Ao Māori. Other feedback said it should also safeguard other cultures. • Readers Advisory has not been referenced in the proposal. Leadership of Readers Advisory should be part of the Collection Librarian role. • Social media is included in the Systems Librarian role however it does not acknowledge the large amounts of social media covered under programmes. SWDC should maintain a social media team. | <p>Librarians are the fundamentals of a library; hence librarian is included in their job title and is a necessary part of their job experience.</p> <p>Feedback is partially accepted. We acknowledge relationship building will take time. The role will be supported by the Pou Māori. The role will remain part time at .80 FTE.</p> <p>The Te Ao Māori Specialist role is not expected to safeguard other cultures as their role is specific to Te Ao Māori, and it would not be culturally appropriate for them to advise etc on other cultures.</p> <p>Feedback is accepted. Readers Advisory is the responsibility of all staff. The Collections Librarian will have responsibilities to provide training – create book lists etc., however all library staff will continue to be part of Reading Advisory.</p> <p>Feedback is partially accepted. We acknowledge the need for social media, with our programmes, but as a small organisation we also need to be pragmatic. The Systems Librarian will lead this work, and library assistants will continue to support it.</p> | <p>No change to proposal. Te Ao Māori Specialist will remain at 30 hours per week .80FTE. Minor adjustment to Te Ao Māori Specialist Position Description to include Pou Māori as key relationship</p> <p>Minor adjustment to the Collections Librarian Position Description to include reader’s advisory lead.</p> |
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| Library Assistants | | |
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| Feedback | Response | Decisions |
| <p>Comments included:</p> <ul style="list-style-type: none"> The workload is currently not evenly distributed across Library Assistants. This will continue with the proposed new specialist Library Assistant roles. Responsibilities will exceed circulation/front desk duties, and those responsibilities will require intensive upskilling. Library Assistant with specialist responsibilities should be remunerated higher. I understand the reasons behind the 'specialist function', however all Library Assistants should have additional tasks or responsibilities added to them i.e. social media team, readers advisory and other support to senior roles. | <p>Feedback is considered but not accepted. The current hours of Library Assistants vary from .5 FTE to full-time, and although all Library Assistants will continue to have time allocated for off-desk tasks, this will always vary depending on hours and other staff availability etc. The core task of all Library Assistants is desk duties.</p> <p>Feedback is considered but not accepted. All Library Assistants have some element of off-desk time. We do not agree that the complexity of tasks will differ significantly between Library Assistants. The purpose is to provide more focus on three of the Library Assistant roles. The roles will conduct all responsibilities of the existing Library Assistant Position Description, including front-of-house, customer service functions and library services.</p> | <p>No change to proposal</p> |
| General Comments | | |
| Feedback | Response | Decisions |
| <ul style="list-style-type: none"> Concerns were raised regarding the timing of the consultation, in particular with the likes of dog registration, and the fact that there are new staff members who have not previously been involved with dog registrations. The dog registration process is still a high in-person transaction. | <p>With the disestablishment of WLS effective 1 Jul 25, we elected to review our structure to ensure we had the right structure in place on 1 Jul 25 and to provide certainty to staff. The dog registration process has been reviewed to remove some transactional parts of the process. This is expected to reduce some in-person actions. Additional training will also be provided as required.</p> | <p>No change to proposal</p> |

Summary of Decisions

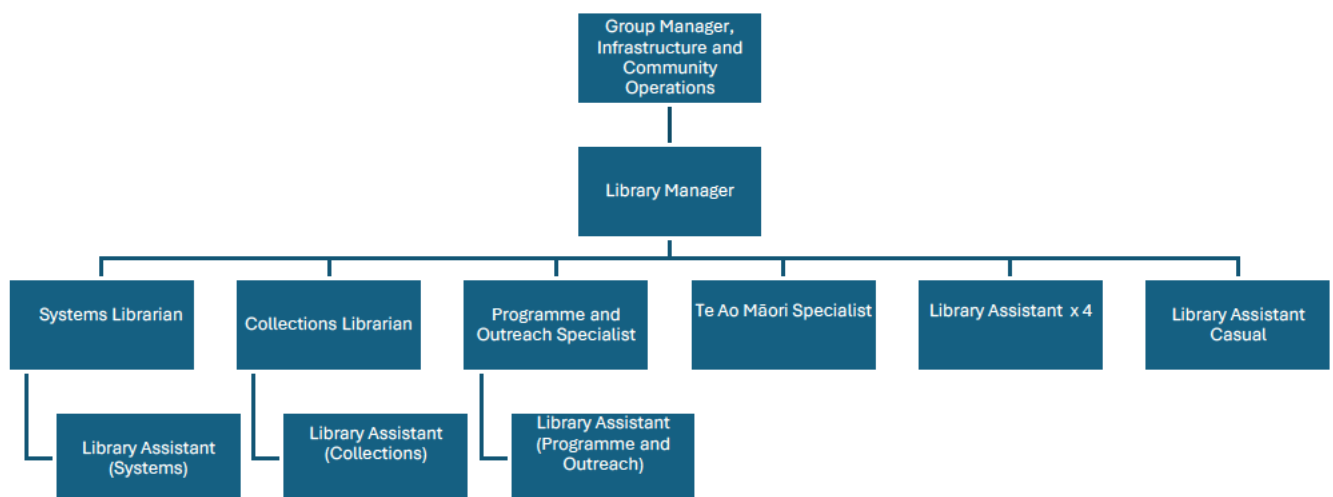
After review and consideration of the feedback received, I have made the decision to proceed with the proposed organisational structure change with some minor changes based on your feedback.

The modifications to the proposed organisational structure are detailed in the table below.

| Reference | Summary of Modifications |
|-----------|-----------------------------------------------------------------------------------------------------------|
| 1 | Include reader advisory lead in the Collections Librarian Position Description |
| 2 | Include customer services function and Service Centre services in all library staff position descriptions |
| 3 | Include rosters into the Library Manager Position Description |
| 4 | Include Pou Māori as a key relationship in the Te Ao Māori Specialist Position Description |

Thank you for your thoughtful feedback.

SWDC Library Services Organisational Structure effective 30 Jun 25



Confirmed New Positions

The table below lists newly created positions:

| Position | Remarks |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Collections Librarian | All employees whose roles are disestablished are invited to submit an expression of interest (EOI) for potential redeployment to this role |
| Systems Librarian | Suitable redeployment of existing [REDACTED] |
| Programmes and Outreach Librarian | Suitable redeployment of existing [REDACTED] |

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| Te Ao Maori Specialist | All employees whose roles are disestablished are invited to submit an expression of interest (EOI) for potential redeployment to this role. |
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Impact of Changes

The table below outlines the substantive changes to existing roles.

| Existing Role | Impact | Decision |
|---------------------------------|----------------|---------------------------------------------------|
| Branch Librarian, Martinborough | Disestablished | This role will be disestablished as of 30 Jun 25. |
| Branch Librarian, Greytown | Disestablished | This role will be disestablished as of 30 Jun 25. |
| Branch Librarian, Featherston | Disestablished | This role will be disestablished as of 30 Jun 25. |
| Assistant Librarian | Disestablished | This role will be disestablished as of 30 Jun 25. |

Library Assistants (minor change)

The table below outlines minor changes to existing Library Assistant positions. For clarity, Library Assistants are not directly affected staff members, because the impact on the roles below is only minor.

| Existing Role | Impact | Decision |
|-----------------------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Library Assistant | Minor | Change to Position Description as follows: <ul style="list-style-type: none"> • Job title Library Assistant – Systems. • Reporting lines change to Systems Librarian. • Include support functional lead – systems into Position Description • Perform Service Centre desk functions i.e. dog registrations, rates • Part time (minimum 30 hours per week) |
| Library Assistant | Minor | Change to Position Description as follows: <ul style="list-style-type: none"> • Job title Library Assistant – Collections. • Reporting lines change to Collection Librarian • Include support functional lead – Collections Librarian • Perform Service Centre desk functions i.e. dog registrations, rates • Part-time (minimum 30 hours per week) |
| Library Assistant | Minor | Change to Position Description as follows: <ul style="list-style-type: none"> • Job title Library Assistant – Programmes and Outreach. • Reporting lines change to Programme and Outreach Specialist • Include support functional lead – Programme and Outreach Specialist • Perform Service Centre desk functions i.e. dog registrations, rates • Part time (minimum 30 hours per week) |
| Library Assistant (4) | Minor | Change to Position Description as follows: <ul style="list-style-type: none"> • Support function leads/off desk tasks as scheduled. • Perform Service Centre desk functions i.e. dog registrations, rates |

The selection for the Library Assistant (Collections, Systems and Programmes) will be based on incumbent preferences, specialist skills and current contracted hours. If we have more than one person who wishes to be considered for a particular specialist Library Assistant position, we will hold a selection process to determine the successful candidate. Library Assistants will separately receive information about how to express their interest in these specialist positions.

Library Manager

The Library Manager role is available as a potential redeployment for affected staff. If following review, we do not consider there are internal candidates who have the necessary capabilities to undertake this role, we will recruit externally.

Transition and Implementation Process

Affected staff whose positions have been disestablished by the confirmed structure will be managed in accordance with the provisions of their employment agreements.

Affected staff are invited to express interest in the available positions within the new library structure. The Expression of Interest (EOI) process opens on 11 Jun 25. Expressions of interest are to be returned by close of business 18 Jun 25.

Processing of the Expressions of Interest and recruitment and selection of successful candidates will be completed by 23 Jun 25 with outcome letters sent to all those who have completed an EOI.

In the event an affected staff member is not appointed to an available position within the new structure, SWDC will try to find a suitable alternative vacant position for that person. If a position cannot be found the affected staff member will be entitled to redundancy compensation.

Positions that are not filled during the EOI process will be advertised externally.

Next Steps

In terms of the next steps and implementation, we are aiming for the timeline below:

| Date | Activity |
|--------------|------------------------------------------|
| 11 Jun 25 | Decision Communicated |
| 11 Jun 25 | Expression of Interest process open |
| 18 Jun 25 | Expression of Interest process closes |
| 23 Jun 25 | Internal interview process for new roles |
| By 26 Jun 25 | Appointments made |
| 30 Jun 25 | New structure in place |

Where to go for Support

We understand that organisational changes can be challenging. If you feel at any point that you need support, please reach out as follows:

- You can talk to your manager, or Group Manager, Infrastructure and Community Operations.
- Any member of the Strategic Leadership team.
- Principal Advisor, People and Culture.
- If you are a PSA member you can approach the PSA delegate.

- Employee Assistance Programme (EAP) is available to provide free, confidential support and can be contacted on 0800 327 669.

We want to help as much as we reasonably can. If you have suggestions for other ways, we might be able to support you, please let us know and we will consider your request.