

Palmerston North City Library review, strategy, and specific library facility recommendations for Awapuni and Te Pātikitiki/Highbury

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October 2023



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1. Introduction

The Palmerston North City Council (PNCC) has commissioned SGL Group to prepare a feasibility study and concept design for three community facilities for Awapuni, Highbury and a new Pasifika community centre. Awapuni and Highbury both have a library, Awapuni has a community centre, and the Highbury Whanau Centre has very limited availability as a community centre. There is a small Papaioea Pasifika Community Centre in Westbrook.

During the initial phase of the feasibility study a workshop was held on 10 July 2023 with key Palmerston North City Council staff to map out what was needed in detail and to agree the scope of the project. The workshop confirmed the need for a strategy to guide the future development of libraries in Palmerston North over the next 10-20 years.

Sue Sutherland Consulting was to take the lead on developing a high level library direction in association with Linda Moore, City Library Manager so that decisions on the future of the community libraries in Awapuni and Highbury were made within an agreed city wide context. SGL has also engaged Boon Architects from New Plymouth to develop the concepts for any new facilities.

2. Background

Space

Palmerston North City has a large Central Library, a Youth Space and a separate Makerspace called Blueprint in the centre of town. There are four small community libraries in Awapuni, Highbury (known as Te Pātikitiki), Roslyn and Ashhurst, which is 15 kilometres from the town centre. The comparative size of the spaces is below:

Library	m2	
Awapuni Library	101.5	
Ashhurst Library	165	
Roslyn Library	215	
Te Pātikitiki Library	170	
Youth Space	468	
Central Library	7210	
Blueprint	310	Total 8639.5m2

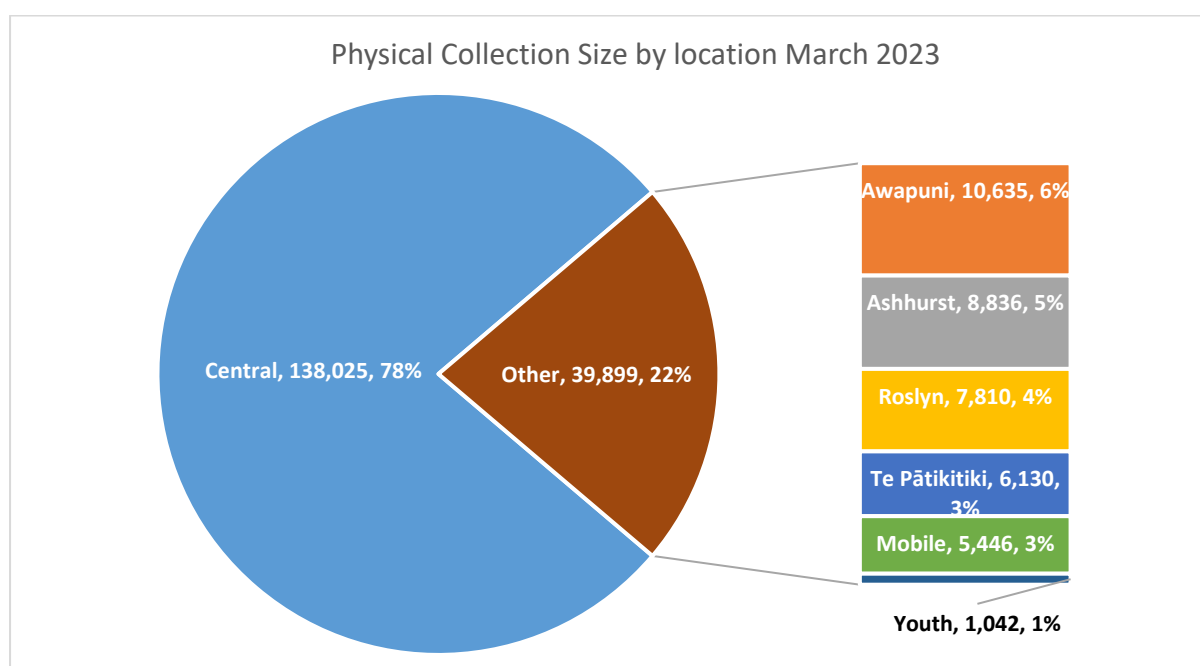


The community libraries are small with little room for activities and programming. A Mobile Library visits 33 city stops on a weekly basis and makes almost 200 school and preschool visits each year. There are also 6 book bins across the city.

There are major seismic related issues with the Central Library building and remediation or rebuild is needed by 2033. The Council-owned Te Pātikitiki building needs work which has been delayed until the future of the library has been settled. A 2019 proposal to co-locate the library within Te Aroha Noa Community Services centre did not proceed as council wanted to undertake a city wide review of all community facilities and this has now been completed¹. Both the Awapuni and Roslyn libraries are in rented premises and the recent closures because of maintenance/moisture issues would indicate that this is not an entirely satisfactory arrangement.

Collections

78% of the collections are housed in the Central Library.



The collections work hard with the average turnover ranging from 4.49 to 4.58. Turnover is measured by dividing the number of items circulated by the number of items in the collection. The Australian standard² for collections over 100,000 is 4.0 and all collections, other than that at Te Pātikitiki are working harder than the standard. Circulation is improving at Te Pātikitiki with an increased focus on working with the schools to improve literacy.

Turnover 2023	March	September
Ashhurst	5.56	5.46
Awapuni	5.57	5.27
Central	4.29	4.44
Mobile	6.17	8.17
Roslyn	5.68	4.54
Te Pātikitiki	3.28	3.44
Average turnover	4.49	4.58

¹ Community Places Research Report. Third Bearing, August 2022.

² Standards and Guideline for Australian Public Libraries. APLA-ALIA, May 2021 p28

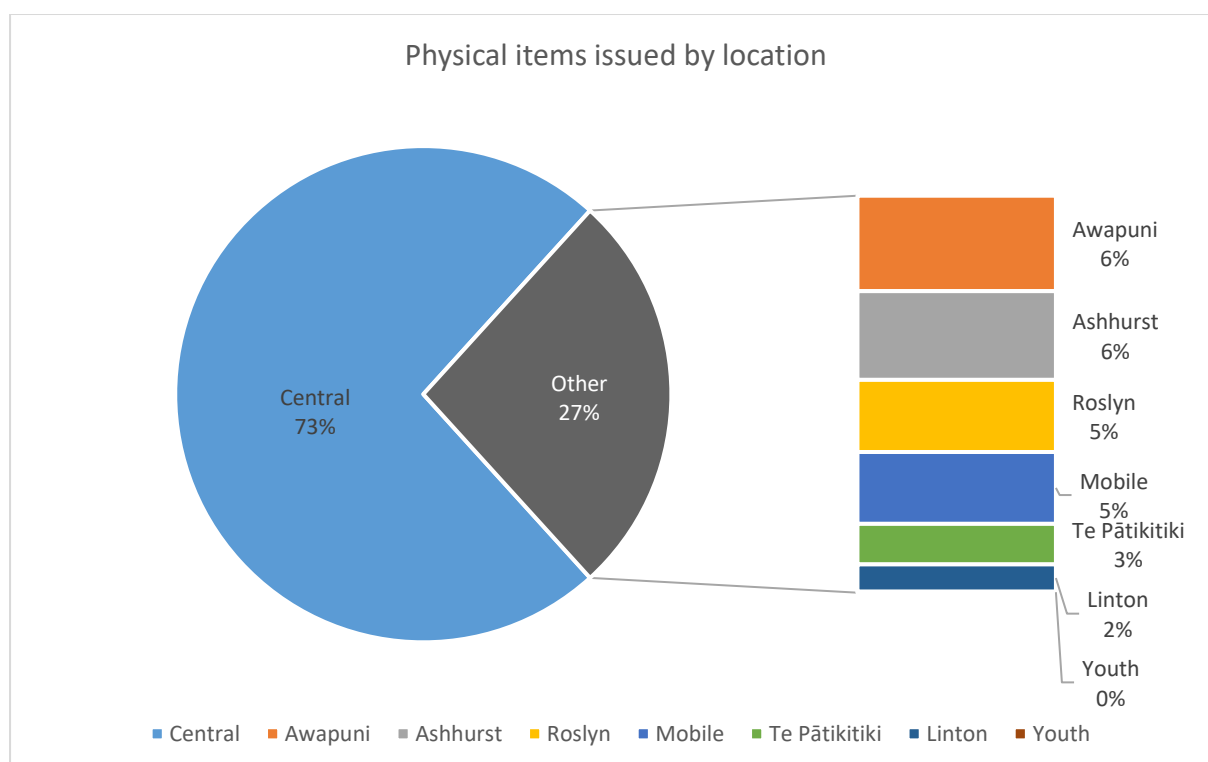
Circulation

The number of items borrowed annually is one indicator of use of library services. In the year 2022/23 Palmerston North Libraries loaned 946,604 items as follows:

Items Loaned (Print)		Items loaned (eBook/audio)	
Central	597,588	eBooks	76,479
Awapuni	51,882	eAudiobooks	56,739
Ashhurst	48,225	Total eBook & audio	133,218
Roslyn	39,220		
Mobile	39,049		
Te Pātikitiki	22,058		
Linton	14,819		
Youth	545		
Total Items print	813,386		

With a population of 90,500 this equates to a loan rate of 10.46 items per capita. The enhanced Australian standard is 7 items per capita³, and Palmerston North is well above this. The high per capita rate taken with the high turnover rate is evidence that the Palmerston North City Library is getting a very positive return on investment in its collections. It is also indicative that the people of Palmerston North value reading and libraries.

The Central Library loans 73% of items and the remainder of the network loans 27%.



Items borrowed from one library may be returned to another. Of note is the fact that Awapuni generally receives more items returned than it loans. In March 2023 for example it handled 10% of items returned although on average it loans 6%.

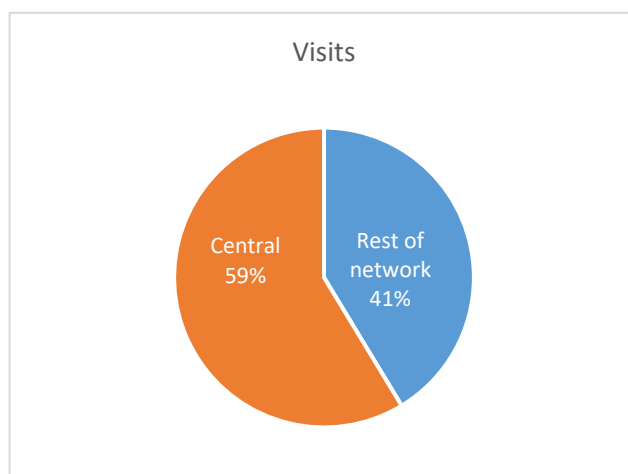
³ Ibid p27

Visits

Visits are another indicator of use of library services. People visit the library for many reasons other than to borrow items, such as attend a programme, do research, enjoy the spaces for reading and browsing, use a computer or connect to Wi-Fi and work in the library. The number of visits for the 2022-23 year were:

Library	No of visits
Central	290,601
Ashhurst	45,739
Youth Space	32,551
Mobile	27,314
Te Pātikitiki	27,261
Awapuni*	26,533
Roslyn*	24,928
Blueprint	20,428
Total Visitor Numbers	495,355

Note: Awapuni and Roslyn were closed for repairs for part of this time.



There were 5.47 visits per capita which compares favourably with the Australian advanced standard of 4.5 visits per capita⁴. Of note is the fact that the community libraries have a greater percentage of visits relative to the Central Library which is different to the circulation use percentages. This may indicate that community libraries are used more for community meeting and connection as much as they are for information and borrowing. This of course does not mean that Central Library isn't used for these purposes but that for community libraries this is a greater aspect of their range of uses.

Programming

Palmerston North provides a wide range of programmes and events categorised as follows

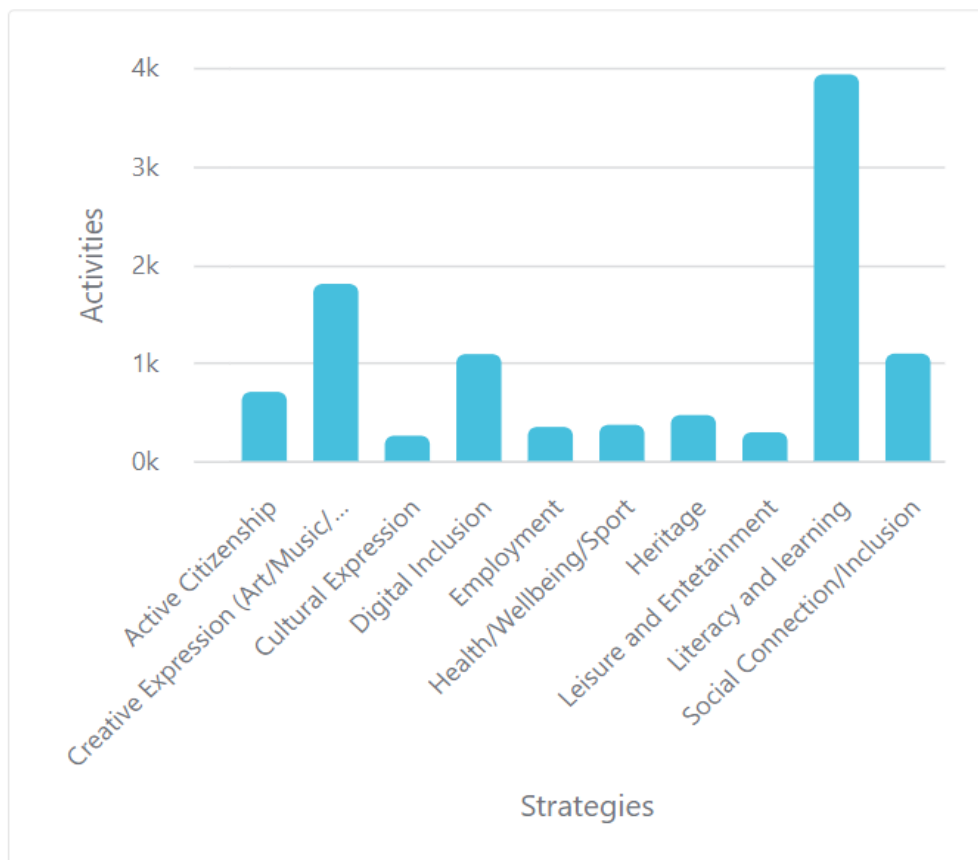
- Active citizenship
- Creative expression (Art/music etc)
- Cultural expression
- Digital inclusion
- Employment
- Health/wellbeing/sport
- Heritage
- Leisure and entertainment
- Literacy and learning
- Social connection/inclusion

The Australian Standards describe the purpose of programming is "To actively engage the community in activities that leverage the collections, resources, knowledge and expertise that reside in the library to enrich the lives of participants and deliver real and significant benefits to communities"⁵. Programmes contribute to a sense of place, enhance community cohesion, and help increase the vibrancy of the city. Successful examples included reading and literacy programmes, book launches, book clubs, writers' hubs, film festivals, sustainability workshops, poetry readings, support for Anzac Day and Armistice Day, Local History Week and, in 2023, the city's first Heritage Month

⁴ Ibid p26

⁵ Ibid p31

In the year 2022/23 the library delivered 2412 activities attended by 60,521 people, which is 0.69 participants per capita. The advanced Australian target is 0.35 per capita and Palmerston North is drawing almost twice the attendance which is an outstanding result.



The wide range of lifelong learning programmes, initiatives, and events offered by the City Library are achieved by continuing partnerships and collaborations with many of the city’s organisations, cultural institutions, and the wider community.

Population growth

The city’s population is growing and projected to reach 117,000 by 2048. There are already parts of the city which are underserved in terms of library service and the population growth is likely to see areas to the south and east added into the mix. Without an overall strategy it has been difficult to say what needs to be where and why. Over the past 10-15 years libraries have moved into being community hubs with real synergies with community centres and other council-run or cultural/community services. This project has provided the opportunity to think about and plan for an holistic view of what is needed for Palmerston North into the future.

3. Comparison with other libraries

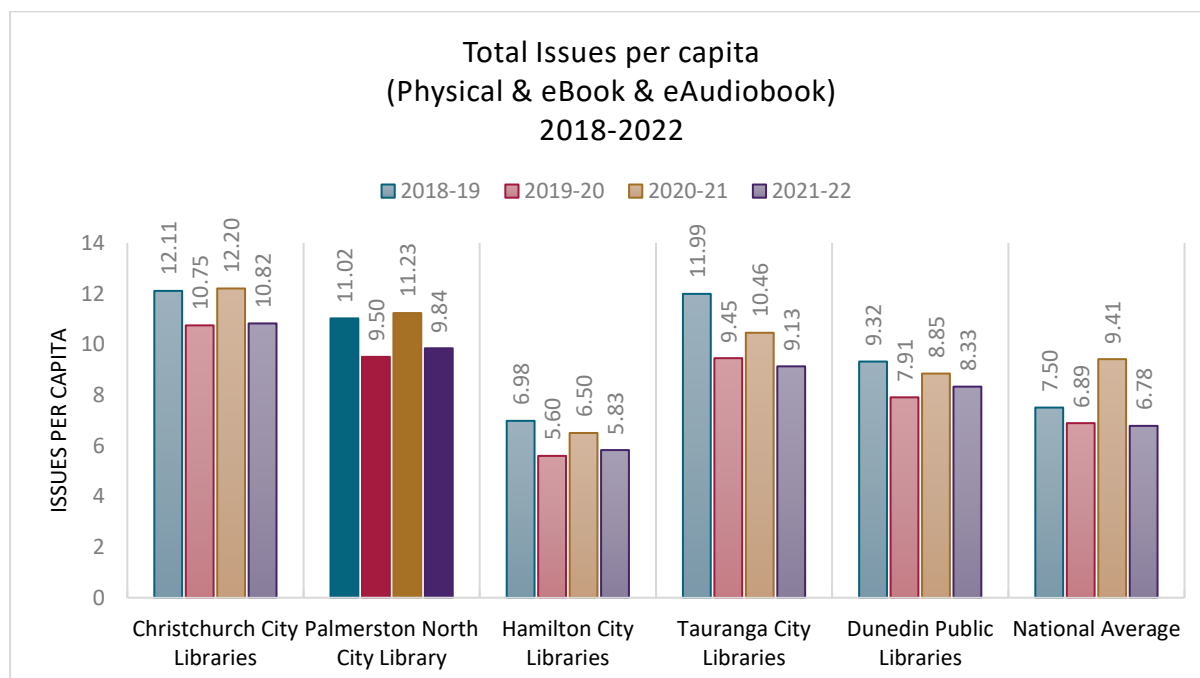
Palmerston North City Library is performing well against recognised standards as outlined above. This section uses data to compare how well the library service is performing relative to other libraries in New Zealand. Data has been taken from the Public Libraries of New Zealand annual statistics for the years 2018/19 to 2021/22 financial years. The libraries are:

Library	Population as at 2021/22
Palmerston North City Library	90,500
Dunedin Public Libraries	134,100
Tauranga City Libraries	151,300
Hamilton City Libraries	178,500
Christchurch City Libraries	394,700

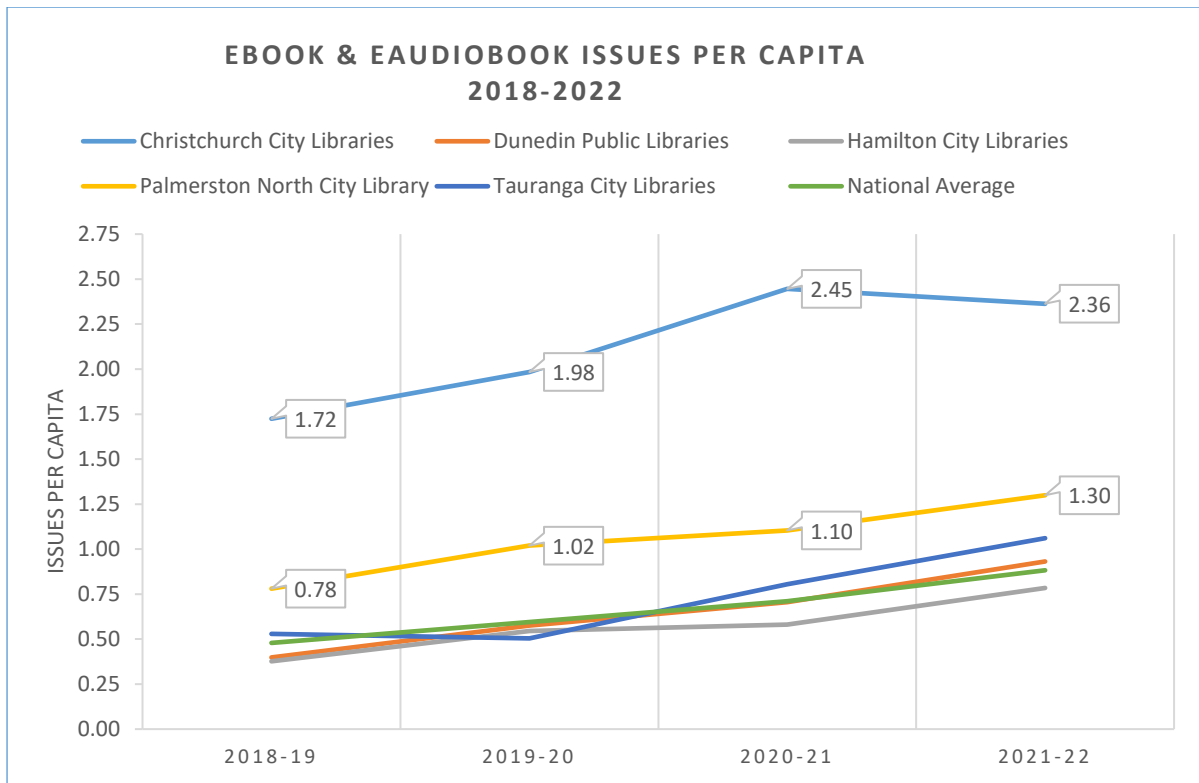
All the libraries provide a range of services appropriate to larger cities in New Zealand. Although Palmerston North has the smallest population it compares better than those serving population of 100,000 to 200,000. Christchurch City Libraries has been used as it is regarded as a best practice service in New Zealand and internationally.

Collections

Over the period 2018-2022, which included shutdowns for Covid related lock downs, Palmerston North compared favourably, coming second to Christchurch City for issues per capita, other than 2018/19 when it was third.

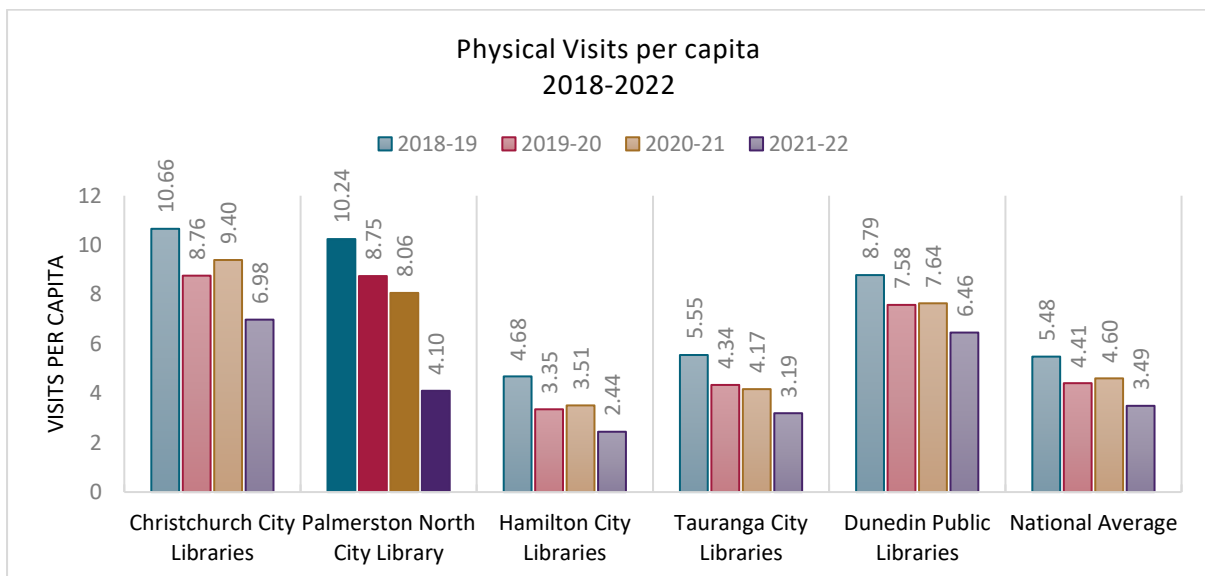


During this time eBook circulation grew significantly for all libraries. Palmerston North issues more e-items per capita than all the other libraries except Christchurch.



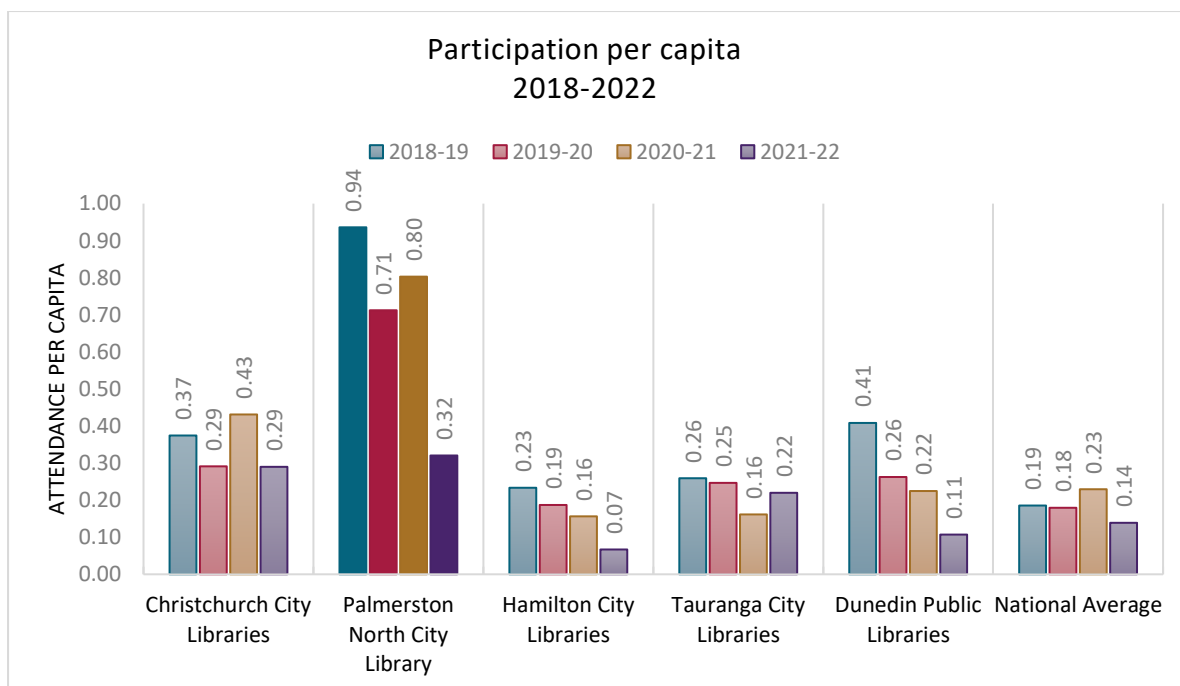
Visits

Palmerston North outperformed all of the libraries in the similar size group and was only slightly below Christchurch City for visits to libraries. The impact of Covid lockdowns is apparent in 2021/22. The latest statistics for Palmerston North show recovery with the 2022/23 year being 5.47 visits per capita.



Programmes

All libraries deliver programmes for children, from babies to school age. Most also deliver programmes for young people and adults that support learning, creativity and engagement. Palmerston North compares very favourably against all libraries for participation per capita



It is clear from this data that Palmerston North out-performs its peer libraries and is on a par with Christchurch City for services. Further comparisons have therefore been limited to Christchurch City Libraries.

Space and distance comparisons

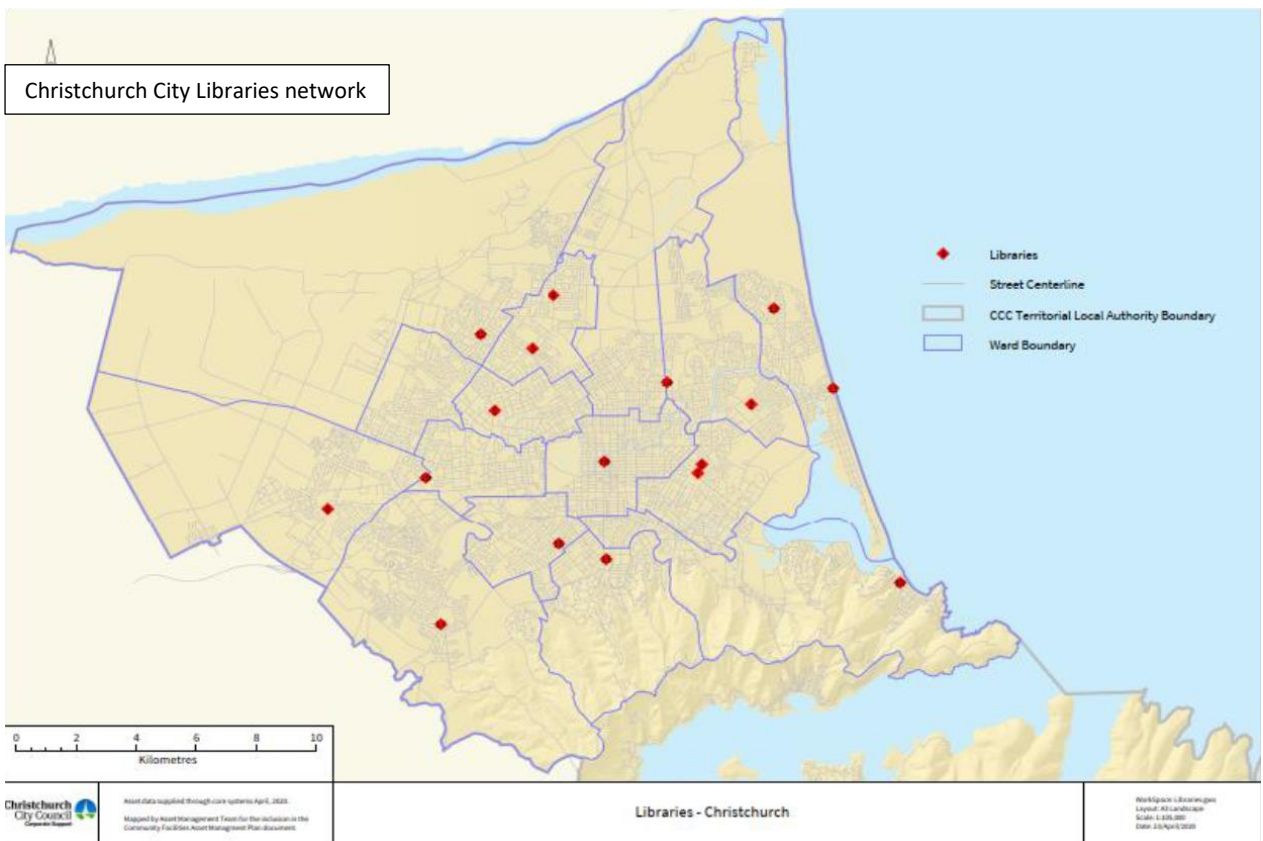
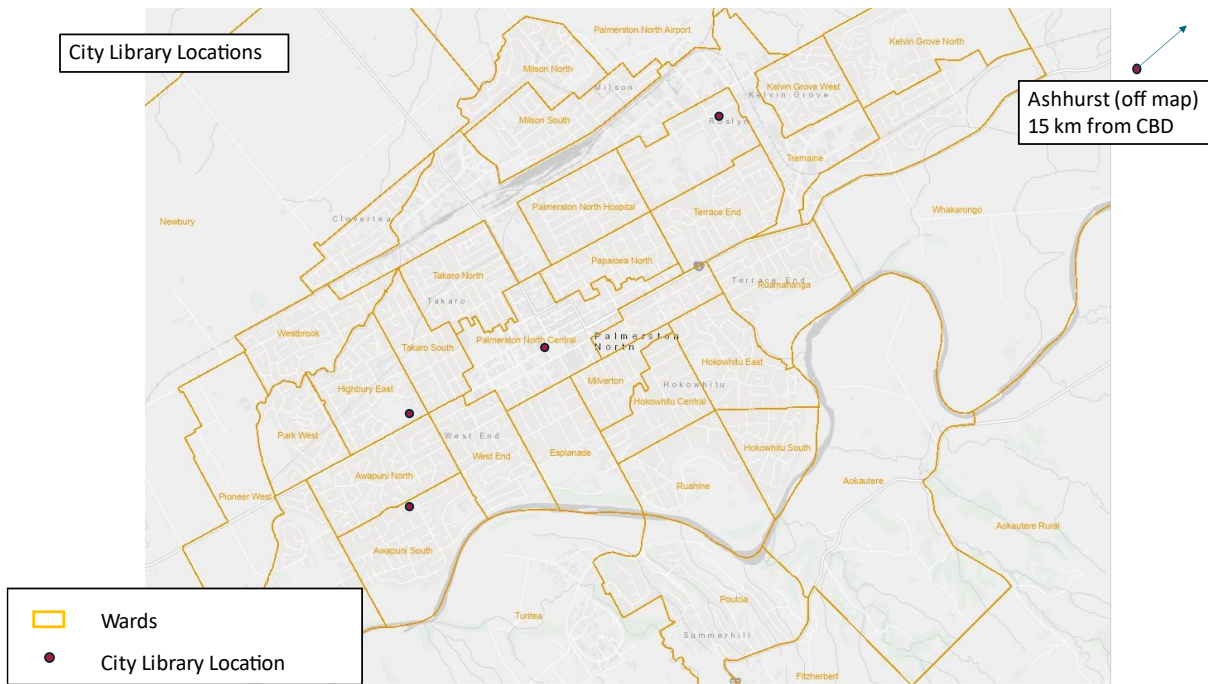
Christchurch City Libraries operates 19 libraries and has a headquarters for collections staff, bindery and collections store. It also leases space for its archive overflow. The comparison with Palmerston North is as follows:

Christchurch	m2
Turanga	9850
8 standalone libraries	4300
10 Library community hubs	17647
1 Community and School library	1500
1 Administration headquarters	3500
Total m2	36797
Population served	394700
m2 per 1000 capita	93.23

Palmerston North	m2
City Library	7210
Blueprint	310
Youth Space	468
Awapuni	102
Ashurst	165
Te Pātikitiki	170
Roslyn	215
	8640
	90500
m2 per 1000 capita	95.47

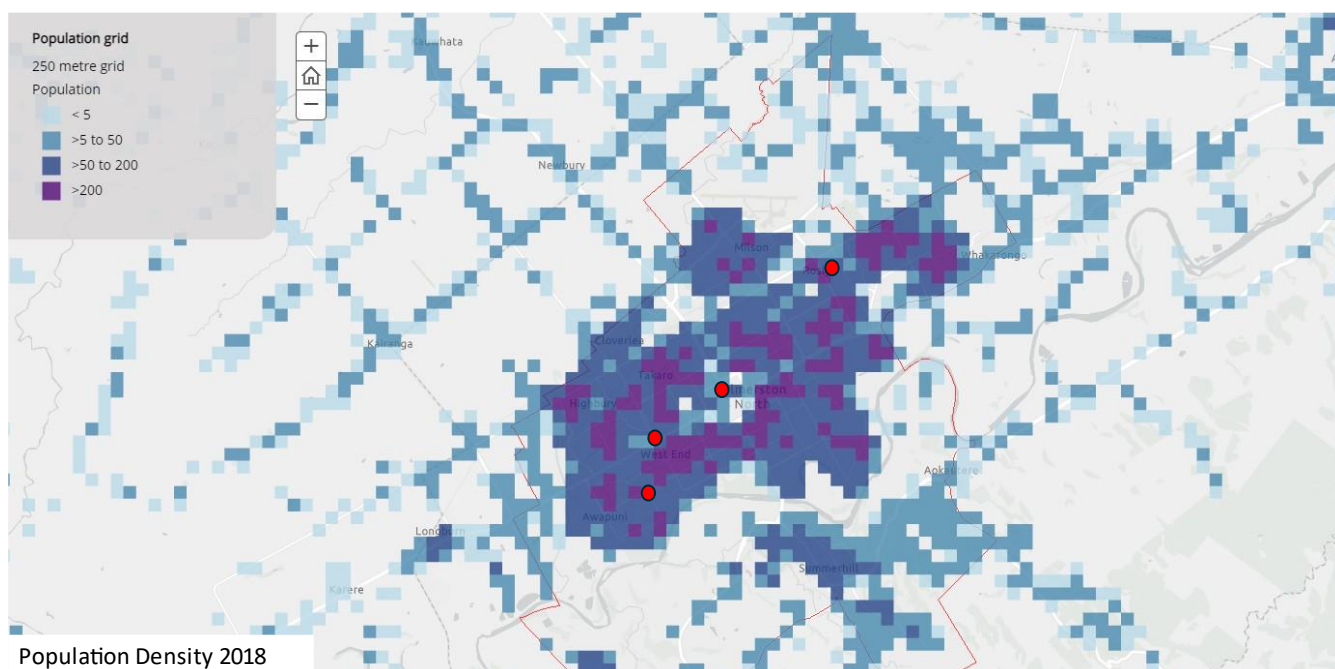
While it would appear that Palmerston North is well served with library space the mix of central library to community libraries is not going to serve the growing population and the coverage of the city is uneven, with some parts of the city underserved, or as with the eastern suburbs on the other side of the river, not served at all.

Christchurch City Libraries on the other hand, has good coverage across the city



Distance from libraries is another factor to consider. Access to libraries can be limited by the distance to travel, and by the lack of public transport. In Christchurch City the shortest distance between two libraries is 2.3 km and the longest is 12.9km. The average is 5.02km. These figures do not include the three libraries in Lyttelton, Akaroa and Little River which are outside the urban area. By comparison the shortest distance between libraries in Palmerston North is 2.1 km and the longest is 15km. The average is 6.85km.

Population density is also a factor in considering location of libraries. The following map is based on 2018 statistics but over the next 20 years it is expected that some of the more outlying areas where new subdivisions are planned will change this dynamic.



Financial

It is difficult to compare value for money between libraries as local authorities assign overheads and property and IM costs in different ways. We have therefore limited cost comparisons to those costs that libraries control. Christchurch City Libraries identified their overhead costs which were contained in the 'other operational' figures.

	2021/22	2021/22
Direct opex costs	Christchurch	Palmerston North
Staff costs	19,306,928	4,199,199
Collection expenditure	3,884,210	590,146
e-Item expenditure	1,529,297	265,679
e-Resource expenditure	697,998	60,788
Other operational (incl o/head)	7,498,326	3,036,570
	32,916,759	8,152,382
Overheads		
Corporate overhead	1,587,732	1,931,281
Staff corporate overhead	730,456	
	2,318,188	1,931,281
Opex costs minus overhead	30,598,571	6,221,101
Population	394,700	90,500
Per capita cost	\$77.52	\$68.74

Compared to Christchurch City Libraries Palmerston North is delivering good value for money. However, there are gaps in service provision and the new library network development plan is designed to address these.

4. Future strategy for library development

Background

In the mid 1990's Palmerston North City Library, along with Christchurch City Libraries was considered by the Bertelsmann Foundation of Germany for membership of the International Network of Public Libraries. The Foundation wanted to learn from best practice internationally to improve German libraries and Palmerston North and Christchurch were identified as demonstrating excellence in public library services in New Zealand. Palmerston North has always been regarded as innovative and a library that has 'punched above its weight' in providing services.

Palmerston North has had a public library service since 1876⁶ when a reading room was opened in the Town Hall on the corner of The Square and Fitzherbert Ave. The current Central Library, opened in 1996 in the former department store of CM Ross, is the sixth library building. Designed by celebrated architect Sir Ian Athfield the building has provided the 'living room of the city' for the people of Palmerston North. This phrase, coined by Palmerston North City Library, has become part of the lexicon of public library service development. It is another example of the forward thinking of the City Library.

The Central Library is the "hub" for the City Library with all backroom and specialist services located in this building. It also serves a regional function, particularly through the range of heritage and local history services it provides. It has been the home of the city and community archive since 1990 and manages the Manawatū Heritage repository of close to 41,000 digital items in 2023. This resource continues to grow through an extensive digitisation programme. Work is underway to move the bibliographic data for the Ian Matheson City Archive into Manawatū Heritage. This will create visible connections through time between the official running of the city (Council Archives) with the lives of its people (Community Archives) and will be an invaluable resource for researchers in the future.

The first community library was opened in 1952 in Roslyn. Awapuni opened in 1987 and Ashhurst joined the network in 1989 following local government amalgamation. Te Pātikitiki was the last to open in 2008. Apart from Ashhurst the other three libraries were developed in response to perceived needs of areas serving lower socio-economic populations. The city launched its first mobile library in 1967.

Impact of city growth

The population in 2008 was 80,900. The current population is estimated to be 90,400 and by 2053 it is projected to be nearly 117,000. The current City Library network will be inadequate for the population, particularly as the growth occurs in areas currently underserved or not served.

As noted previously, the community libraries are all very small with very limited provision for people based activities. Libraries are now community hubs providing opportunities for learning, literacy, creative recreation, and social connection. They are about broadening horizons, enriching lives, and empowering communities to enable participation in the life of the city. Libraries that also have spaces for community meeting and activity provide a greater return on investment through increased use, which in turn leads to a wider range of direct and indirect benefits.

⁶ <https://web.archive.org/web/20110929211319/http://citylibrary.pncc.govt.nz/library-history.html>

New City Library Plan

Purpose

The kaupapa of the library is Te Ara Whānui o te Ao (translated literally as “the wide pathway across the world”). This articulates the concept of the City Library as a doorway opening onto pathways that provide access to new opportunities. These wide pathways, move across the world geographically and in time, symbolising the access the library provides the community to information and knowledge from the past, the present and the future.

The City Library tohu is a living taonga of this kaupapa and was created by John Bevan Ford⁷ together with the community.



Outcomes

Through the kaupapa Te Ara Whānui o Te Ao in action, the City Library:

- nurtures literacy, lifelong learning, creativity, and play
- enables access to knowledge, ideas, connections, and discussion
- fosters vibrant community interactions and possibilities including active participation in the life of the city
- enhances community wellbeing through social connectedness and community cohesion
- delivers vibrant citizen spaces that provide people with a sense of place, are inter-generational - a Turangawaewae for all

Values

A number of ‘givens’ or values underpin the City Library kaupapa. They are:

- Connected: to knowledge, ideas and each other
- Safe: physically and culturally
- Vibrant: filled with artistic and creative expression
- Welcoming: people treated with care and respect
- Inclusive: people can see themselves reflected in our spaces
- Accessible: all ages, stages, abilities and mobilities
- Equitable:
- Sustainable: aim is carbon neutral

City Library Direction 2023-2028 and City Library Network Plan

The draft City Library Direction Plan 2023-2028 provides a way of organising the development of the library network over the next five years. It clearly shows the connections to the City’s Community Wellbeing Strategy and how the City Library contributes to achieving the desired outcomes. It has drawn from the Public Libraries of New Zealand Strategic framework and international examples of excellence in developing six focus areas:

- Prosper: supporting the aspirations of the community
- Remember: valuing the past to inform the future
- Connect: people connected to knowledge, ideas and each other
- Create: creative learning, learning for life
- Read: literacy for all, reading for pleasure
- Resilience: sustainable and resilient.

The full plan is attached as appendix 1.

⁷ https://en.wikipedia.org/wiki/John_Bevan_Ford

Strategy for library network development

Given the current and projected city growth, we are proposing a strategy which will result in a Central Library, incorporating both Youth Space and Blueprint, and two larger community library hubs – one in the northeast (most likely Roslyn area) and the other in the southwest at Awapuni. These larger library hubs will be able to serve a wider catchment than currently and provide a greater range of services and spaces that will add resilience to the network and reduce the pressure on the Central Library.

The two smaller satellites of Te Pātikitiki and Ashhurst will be retained with Te Pātikitiki having a small extension to accommodate community activity needs as there is a current shortfall of readily available community space in Highbury. As the city grows there may be a need for smaller community libraries in Summerhill and Hokowhitu. Hokowhitu currently has a community run voluntary library. Summerhill has no library service.

The following is a comparison of the current size of libraries in m2 per 1000 capita, now and what is projected for the population in 2048.

Palmerston North Now	m2	Palmerston North Future	m2
City Library	7210	City Library (including Youth Space and Blueprint)	7500
Blueprint	310		
Youth Space	468		
Awapuni	102	Awapuni	1500
Ashhurst	165	Ashhurst	165
Te Pātikitiki	170	Te Pātikitiki	435
Roslyn	215	Roslyn	1500
	8,640		11,100
	90,500		117,000
m2 per 1000 capita	95.47	m2 per 1000 capita	94.87

It should be noted that an earlier report to council had recommended a community library hub at Kelvin Grove. This did not proceed. There is little available land in this suburb, and it could well be served by a larger community library hub in Roslyn as the travel routes from Kelvin Grove are well connected to this area.

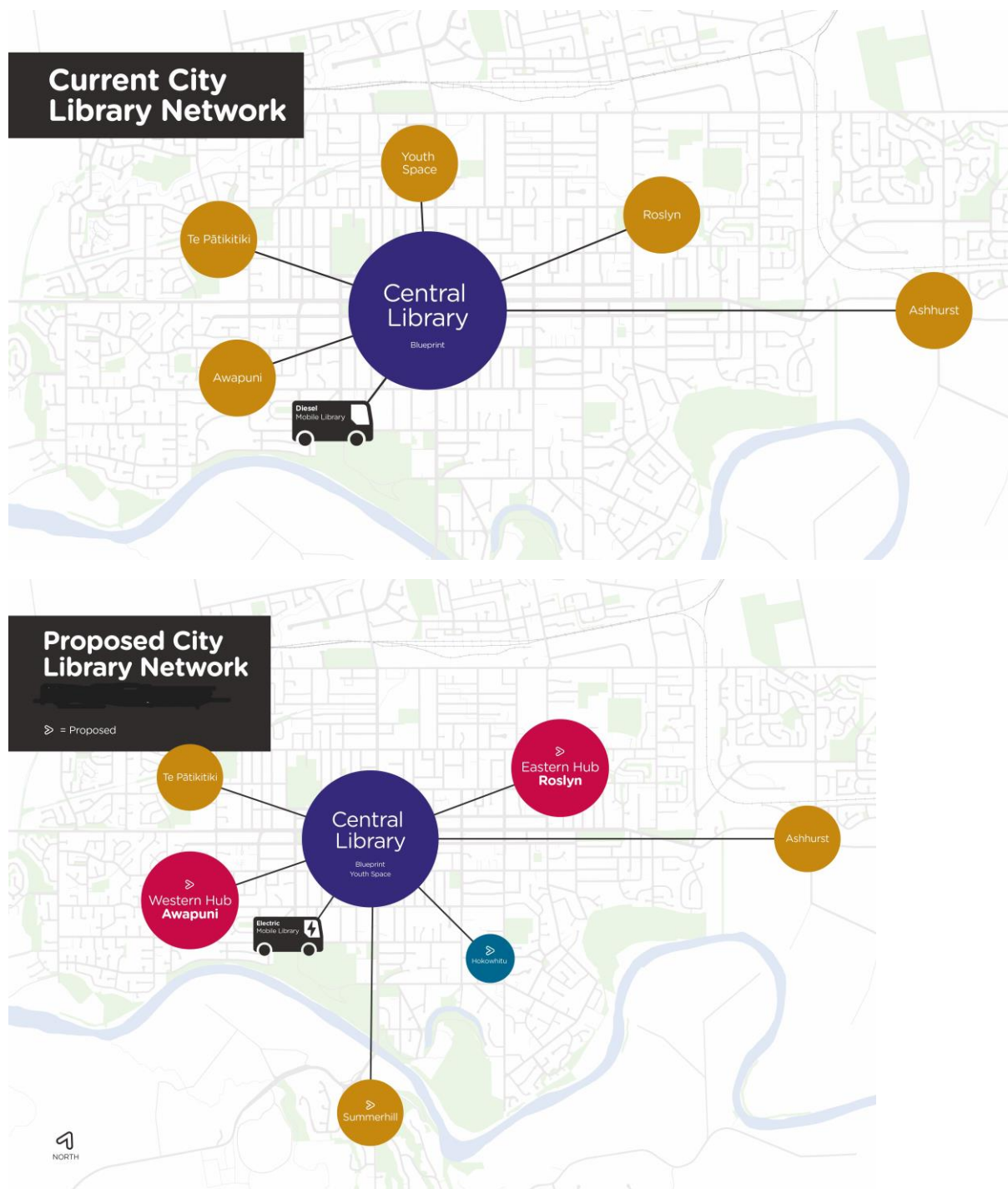
The City Library intends to do further work on catchment populations and the new developing areas so that a more comprehensive thirty year Library Network and Facilities Plan can be developed that will guide library development.

The plan also assumes that the Central Library will be redeveloped in its current location. A new design will enable Youth Space to be incorporated into the existing footprint of 7500m2, which also includes the current space taken up by Blueprint. The Central Library is likely to be closed for a period of up to three years while reconstruction happens, and a temporary location will need to be found. If the new larger Awapuni Community Library Hub is operational by the time the Central Library closes, this will help support the needs of users while the backbone of the library service is in relocated premises. Given that these are likely to be smaller than the current building, it would limit the impact to users across the city if Awapuni was operational.

A set of principles has been developed which will guide decision making concerning any new builds. They are:

- Responsive to community characteristics, needs and aspirations
- Sustainable build and proactive, ongoing operational maintenance
- Courageous leadership to make quality investment
- Adaptable and scalable
- Partnerships in action
- Exemplar of good asset optimisation
- High quality placemaking

The following is a diagrammatic view of the old model and the new.



5. Awapuni Community Library

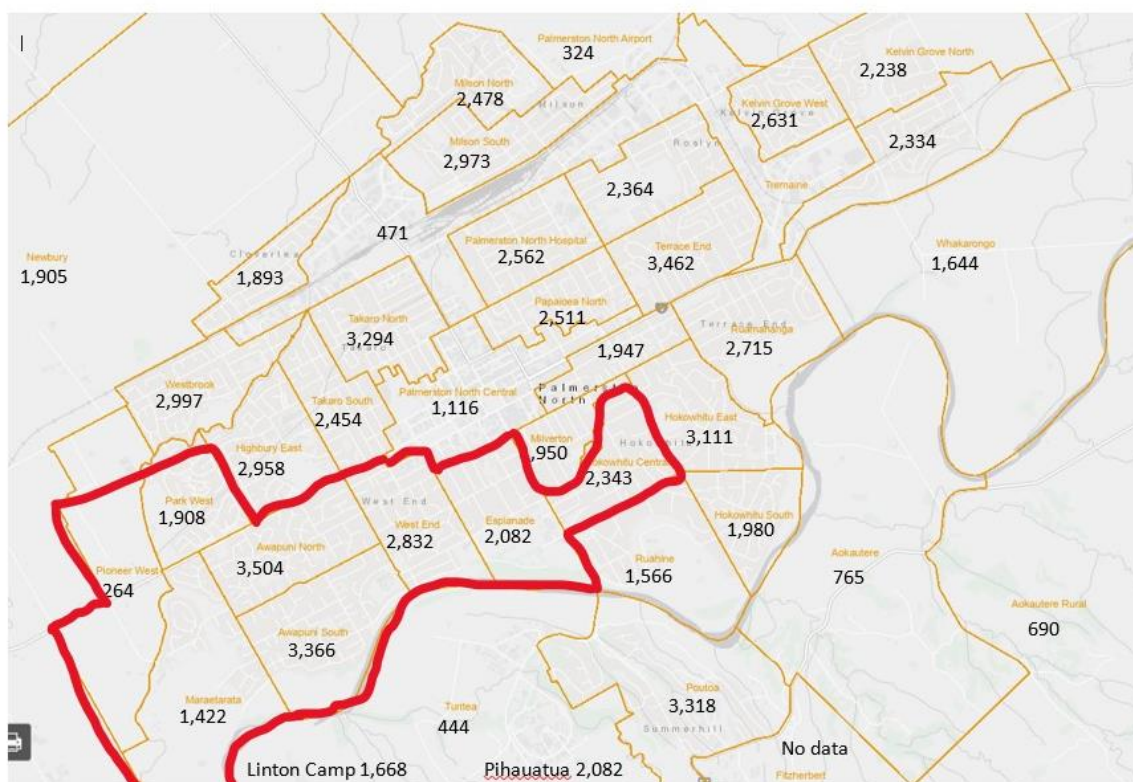
The current library is in the Awapuni shopping centre in rented premises. It was closed for XXX weeks recently because of significant moisture issues and has had some refurbishment during closure. The library is small, only 101.5m². A new community library hub of 1500m² is proposed and a spatial brief for this is attached as Appendix 2.



The population catchment for the Awapuni Community Library Hub is estimated as follows:

Statistical Area	Population 2018	Population 2023 est
Awapuni North	3,504	3,746
Awapuni South	3,366	3,599
Esplanade	2,082	2,226
Hokowhitu Central	2,343	2,505
Maraetarata	1,422	1,520
Park West	1,908	2,040
Pioneer West	264	282
West End	2,832	3,028
Total population	17,721	18,946

The area outlined in red in the map below corresponds to these statistical areas.



The proposed 1500m² library has been tested against the *People Places*⁸ calculator. Produced by the State Library of NSW it has become a standard guide for Australasian libraries in estimating the size of the library based on catchment population, collection size and the type of services and core functions that the proposed library building will include. The guide for a population of 19,000 with a collection of around 30,000 items was 1494m².

The proposed site for the new community library is land owned by St Mark's Church, on the opposite side of the road from the current library. The area has close connections to the existing community centre and sports fields.



⁸ People Places. State Library of NSW, Sydney. <https://www.sl.nsw.gov.au/public-library-services/people-places/library-building-calculator>

There have been several discussions with Awapuni stakeholder groups including a group of library users who meet regularly at the Awapuni Library. Over the years there have been several submissions to the Council from the Awapuni River Stop Community Group on the need for a larger library and additional community space. The community appears strongly supportive of library services in the area.

A summary of the library user group feedback is attached as Appendix 4.

The benefits of a new community library hub in Awapuni are:

- Increased resilience for the whole library network
- Increased ability to cater for a wider catchment of users
- Council owned facility with greater control over maintenance and continuity of operations
- Improved, complementary community space in an area which is short of such space
- A larger collection of library materials to support literacy and the enjoyment of reading for learning and pleasure
- Space for people based activities and programmes not currently possible in the existing small library.

6. Te Pātikitiki Community Library

Te Pātikitiki Community Library is in Monrad Park at the southern end of the car park that also serves the adjacent Highbury Whanau Centre and Monrad Intermediate School. The building is wooden, sitting on piles with a small veranda providing shelter to the public entrance. Adjacent is a children's playground and a basketball hoop

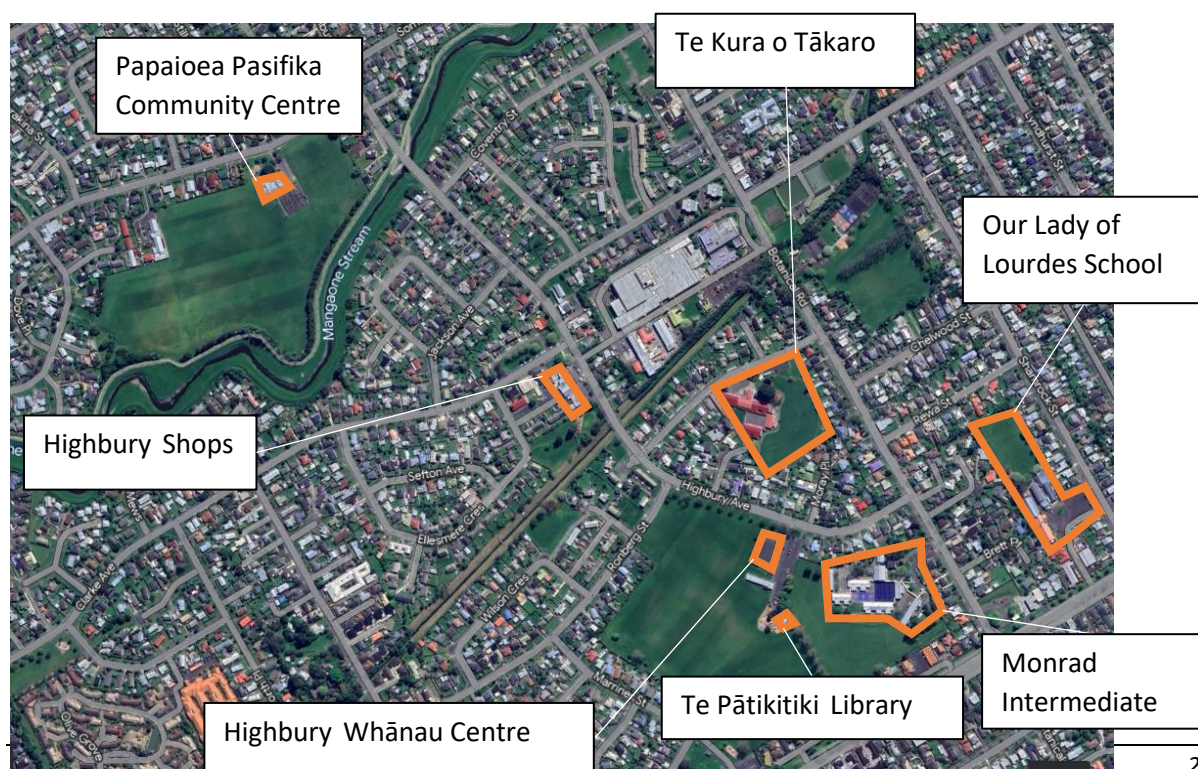


There are several schools in the area: Somerset Crescent School, Te Kura o Takaro in Brighton Crescent (a full primary school for years 0-8 students), Our Lady of Lourdes (a year 1-6 Catholic integrated primary school) and Monrad Intermediate which is located adjacent to Te Pātikitiki Library. Cloverlea and Westend Schools are slightly further out from Te Pātikitiki Library being 2.6km and 1.5km respectively away from the library.

There are several early childhood centres in the area and a Kōhanga Reo located in the Highbury Shopping Centre. The nearest secondary school is Awatapu College near the Westend primary school.

The area is multicultural with large Māori and Pacifica populations. More recently the area has become home to a larger group of Asian peoples.

A previous report considered the relocation of Te Pātikitiki into Te Aroha Noa Community Services as part of that organisation's redevelopment, but this did not proceed. Discussions with stakeholders during the months of August and September identified several options, including relocating the library to the shopping centre. However, the preferred option is to retain the existing building and provide an extension that caters for community activity and meetings. Stakeholders identified a shortfall in this kind of space. The Highbury Whanau Centre originally had space that groups could book and use, but its own operation as an alternative education centre, uses most of the space, most of the time.

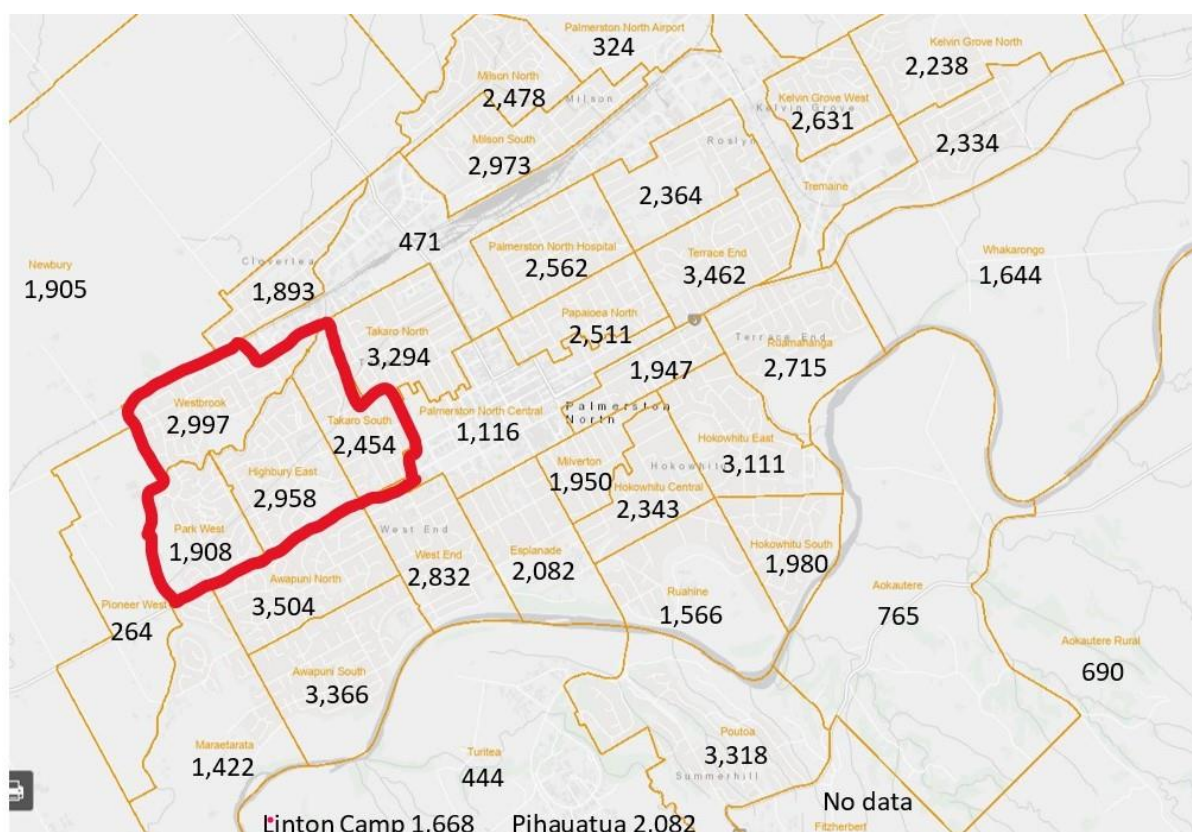


A spatial brief for the redeveloped community library hub of 435m² is attached as Appendix 3. The additional space of 265m² will provide for community meeting space and related facilities of 156m² and 109m² of space for a digital hub, staffroom, co-worker space and kaumatua lounge.

The catchment for the Te Pātikitiki Library is as follows:

Statistical area	Population 2018	Population 2023 est.
Cloverlea	1,893	2,024
Highbury East	2,958	3,163
Takaro South	2,454	2,624
Westbrook	2,997	3,204
Total population	10,302	11,015

The area outlined in red in the map below corresponds to these statistical areas.



The proposed 435m² library has been tested against the *People Places* calculator. The guide for a population of 11,000 was 496m². Although the proposed extension is less than this, given the relative proximity of Awapuni Community Library Hub, the smaller size will meet community need.

Consultation with library users was held on two occasions. A summary of the feedback is attached as Appendix 5. In addition a submission to council in April 2023 made the case for more community space in the form of a cultural hub for Highbury. While the proposed addition to Te Pātikitiki library does not meet all the needs outlined in that submission it does provide very much needed additional community space.

Appendices

Appendix 1: City Library Direction 2023-2028

DRAFT: UNDER DEVELOPMENT

The city vision is: **Small city benefits, big city ambition**

Our Community Wellbeing Strategy, and the series of plans that sit beneath it, is the foundation for our Long Term Plan 2024-2034

ECONOMIC WELLBEING

Goal One: An innovative growing city

- a city that fosters pride, and supports the aspirations of people and communities
- an environment where people and communities can reach their potential
- a resilient, low carbon economy that embraces innovation and uses resources sustainably
- opportunities to be involved and contribute to decision-making about economic wellbeing

CULTURAL WELLBEING

Goal Two: A Creative and Exciting City

- a vibrant city that connects people and where we build creativity into our infrastructure
- an arts community and cultural facilities that are well supported and invested in
- our unique heritage preserved and promoted
- opportunities to celebrate our many cultures
- access to exciting events and activities throughout the city and its neighbourhoods
- places across the city and its neighbourhoods for communities to participate in play and recreation
- opportunities to be involved and contribute to decision-making about cultural wellbeing

SOCIAL WELLBEING

Goal Three: A Connected and Safe Community

- access to services and facilities that are inclusive and appropriate for their needs
- the support they want to live healthy lives
- opportunities to contribute to the design of our city
- access to safe and accessible community places
- opportunities to be involved and contribute to decision-making about social wellbeing

ENVIRONMENTAL WELLBEING

Goal Four: A sustainable and resilient city

- a sustainable, low-emissions city
- a resilient city and communities, prepared for the impacts of climate change
- sustainable urban planning with a low-carbon built environment
- access to relevant information and education to support more sustainable choices
- opportunities to be involved and contribute to decision-making about environmental wellbeing

City Library Direction 2023-2028

Te Ara Whanui o Te Ao

Inspiring people to explore the pathways of the world

PROSPER

Supporting the aspirations of the community

- We support individuals to grow their skills and connections so they can better participate in the creative economy
- Our partnerships are active and contribute to collective impact
- We provide support to grow a stronger and more sustainable voluntary and community sector

REMEMBER

Valuing the past to inform the future

- We safeguard our memories with the understanding that today's stories, are tomorrow's heritage
- We promote and celebrate the local history of Pāmutana Palmerston North and the wider Manawatū area
- We develop collaborative projects to digitize more local heritage content
- We secure sustainable funding to ensure the preservation and promotion of our unique heritage collections

CONNECT

People connected to knowledge, ideas and each other

- Our libraries activate and enhance community wellbeing through social inclusion and community connectedness
- Our spaces, collections, programmes and initiatives foster increased appreciation and acceptance of all forms of diversity
- Active placemaking ensures our libraries are vibrant citizen spaces filled with artistic and cultural expression
- We actively support civic and democratic life

CREATE

Creative learning, learning for life

- We facilitate access to knowledge, ideas, connections and discussion
- We nurture critical thinking, creativity and play
- Life long learning is a way of life - inspirational and aspirational
- We support our community through delivering technology rich learning

READ

Literacy for all, reading for pleasure

- We support our community to value a reading culture
- We curate multi format collections that entice, inspire and inform
- We support skills and literacies for a 21st century world
- We celebrate Te Ao Maori and honour te reo me ona tikanga

RESILIENCE

Sustainable and resilient

- We aspire to be sustainable and resilient across all of our spaces, programmes and initiatives
- Our strategic objectives and targets map to the Sustainable Development Goals (SDGs)
- Our goal is to be an exemplar of sustainable operating excellence
- We will actively reduce our carbon footprint

Appendix 2 Spatial brief for Awapuni Community Library Hub.

	activity	space	description	fit-out requirements	functional relationships	indicative area
Welcome & Arrival						
	Entry & Exit	Entry & Exit Lobbies	Sheltered arrival via wind lobbies - main entry and secondary entry	<ul style="list-style-type: none"> • Auto doors with centralised "lock down" control • Durable floor finish / mat well • Book return chute 	<ul style="list-style-type: none"> • Sightline from customer service area • Primary relationship with main collection area • Main entrance and secondary entry (directions to be defined) that is in proximity to accessible car parking area. 	40m ²
	Reception, Information, Help, Issues / Returns, Council Services	Customer Service	Welcoming and Centrally located with proximity and sightline to entries. Accommodates customer-facing staff hub for visitor information, library services, community hub bookings and selected council/community services (to be advised).	<ul style="list-style-type: none"> • Customer service desk (up to 4 staff) • Able to be secured from multipurpose spaces after library operating hours • Core design element with potential to integrate Awapuni story • Wayfinding and programme information display 	<ul style="list-style-type: none"> • Immediately visible and accessible on arrival • Central to all publicly accessed activity spaces • Proximity and safe access to staff support areas • Good visibility to main all publicly accessed areas • Enhanced CPTED principles applied 	30m ²
Collections & General Activity						
	General collection display, reading, study, age based activity zones	General Collection	Largest space in the facility. Welcoming, attractive, comfortable area accommodating the collection, casual seating, quiet working and study areas, and age based children and family quiet activity zones	<ul style="list-style-type: none"> • High ceiling • Potential for floor level above to be considered to maximise space use • Collection shelving and display furniture • Built-in and/or loose seating for individuals and groups • Destination aged based fitout features incorporating different types of seating and collection storage opportunities • Able to be secured from multipurpose spaces after library operating hours • Good acoustic performance (mitigation of noise nuisance) • Integrated Rangitāne cultural narrative • Integrated Awapuni heritage narrative. 	<ul style="list-style-type: none"> • Good visibility to and from surrounding outdoor public spaces, particularly College Street • Presents visible activity when viewed from College Street • Good access to, and oversight from customer service area • Easy access to the community kitchen for manaakitanga. • Easy access to toilets • Promotes spatial continuity with multipurpose spaces and associated activities • Supports adjacent outdoor activities including caregiver oversight of outdoor play areas 	700m ²
	Activities for all ages; all stages	Flexible Space	Space for a variety of activities and programmes for all ages all stages. This space includes a welcoming, attractive, comfortable area for accommodating digital needs of the community.	<ul style="list-style-type: none"> • High ceiling • Durable surfaces • Storage shelves, cubby, secure cupboards • Work tables and benches • Wet area with sink bench • Complimentary outdoor area • Acoustic absorption and separation to main collection area • Caters to all ages and stages • Space that opens to the collection, with the ability to close off for specific sensory/activity needs. • Open space to support the digital needs of the community including workshops • Accessible workstations or tables that can accommodate computers and screens. 	<ul style="list-style-type: none"> • Good visibility from staff and collection areas • Potential for service access directly from outside • Potential to open up to allow people to explore 	80m ²

Bookable Meeting & Community Multipurpose						
	Specific collection, temporary display, casual seating, programmed community activity	Community Lounge	<p>A welcoming and flexible-use space continuous with the General Collection space but catering to a range of activities that may otherwise be in conflict with quieter spaces.</p> <p>Able to adapt to a variety of library programmes and community activities utilising adjacent and complimentary multipurpose spaces with flexible shelving on wheels and able to be moved.</p>	<ul style="list-style-type: none"> • High ceiling • Discreet access to allow for separation of library activity and community activities when required • Mobile casual seating, table seating, collection and display furniture • Good acoustic performance (mitigation of noise nuisance) • Ability to open to outdoor spaces - seasonal and events • Operable acoustic wall for break-out with multipurpose spaces(s) • Integrated Rangitāne cultural narrative • Integrated Awapuni heritage narrative. 	<ul style="list-style-type: none"> • Good visibility to and from surrounding outdoor spaces. • Presents visible activity when viewed from surrounding outdoor public spaces • Proximity and ease of access to community kitchen for manaakitanga • Promotes continuity with General collection space and associated activities whilst presenting a community space identity that may be programmed outside library operating hours • Break-out relationship with meeting and multipurpose spaces to optimise flexibility of use • Access to storage and back of house areas for activity support 	170m2
	Meetings- small groups	Small meeting room	A bookable meeting space for small groups (up to 7 people)	<ul style="list-style-type: none"> • Degree of transparency and CPTED Principles applied. • High spec, plug and play meeting room/presentation equipment (digital and physical) • Lockable storage unit 	<ul style="list-style-type: none"> • Easily accessible for community and staff use • May be used with multipurpose and after-hours activity and event spaces 	40m2
	Meetings- large groups, seminars, presentations, Storytime, performing arts, clubs, community functions, activity support	Multipurpose room 1	A break-out multipurpose space	<ul style="list-style-type: none"> • High ceiling • High spec, plug and play meeting room/presentation equipment (digital and physical) • Potential to incorporate lighting grid for live performance and exhibition activities • Operable acoustic wall for break-out with other multipurpose spaces(s) • Applicable acoustic performance with accessible acoustics • Flexible seating 	<ul style="list-style-type: none"> • Access to bookable kitchenette • Access to storage room 	60m2
	Meetings- large groups, seminars, presentations, Storytime, performing arts, clubs, community functions, activity support	Multipurpose room 2	A break-out multipurpose space accessible from outdoor area.	<ul style="list-style-type: none"> • High ceiling • High spec, plug and play meeting room/presentation equipment (digital and physical) • Operable acoustic wall for break-out with other multipurpose space(s) • Applicable acoustic performance with accessible acoustics • Flexible seating 	<ul style="list-style-type: none"> • Access to bookable kitchenette • Access to storage room 	60m2
Community Kitchen						
	Food & Beverage	Community Kitchen	Community kitchen comprising of a space for making and sharing kai and a cuppa.	<ul style="list-style-type: none"> • Kitchen with sink, dishwasher, prep and bench space • Oven, hob/hotplate, hood extraction, microwave, dishwasher, fridge(s) • Storage, and waste management areas • Back bar equivalent • Mobile kitchen island big enough for 10 people 	<ul style="list-style-type: none"> • Access to storage • Access to contained waste management area • Ability to serve activities and events in multipurpose and adjacent outdoor spaces (if needed outside library activity) 	40m2

Service & Amenity						
	Visitor amenity	Visitor toilets	Unisex toilets with integrated wash basins and accessibility provisions.	<ul style="list-style-type: none"> • 4x Standard unisex toilet rooms • 1x Accessible unisex toilet room • 1x Fully Accessible "Changing Places" Accredited unisex room (lockable/ controlled access available 24/7) with toilet pan, change table, wash capability, caregiver space and privacy, full room cover hoist 	<ul style="list-style-type: none"> • Proximity to main activity areas • Access points readily visible for enhanced CPTED • The majority of toilets accessible to multipurpose spaces for community activity outside of Library operating hours • Changing Places room externally accessible for after-hours access 	100m2 (inclusive of all service & amenity areas)
	Furniture and equipment storage	Storage rooms	Lockable storage rooms to support flexible use of multipurpose spaces	<ul style="list-style-type: none"> • Durable linings and fittings 	<ul style="list-style-type: none"> • Directly accessible or in close proximity to multipurpose spaces 	incl above
	Kitchenette	Kitchenette	Kitchenette to support community use of multipurpose spaces by providing tea & coffee and food reheat facilities.	<ul style="list-style-type: none"> • Able to be secured from general use • To accommodate sink, dishwasher, microwave, zip, fridge, waste management • Durable finishes, easy to clean and maintain 	<ul style="list-style-type: none"> • Directly accessible to multipurpose spaces 	incl above
Back of house service & support						
	Open-plan staff workspace	Work room	Non-customer facing staff work area immediately adjacent customer service area	<ul style="list-style-type: none"> • Degree of transparency to main collection space • Shared workspace for 8 staff • Ability to lock-down from public access areas • Allow for trolley space at staff desks 	<ul style="list-style-type: none"> • Immediately adjacent and accessible to customer services area • Proximity and access to bookable meeting room • Proximity and access to office / meeting spaces • Access to collection storage and staff support areas without entering public space • Enhanced CPTED principles applied 	180m2 (Inclusive of all BOH service & support areas)
	Private staff workspace or small meetings	office/meeting room 1	Separate staff space for office or meeting activity	<ul style="list-style-type: none"> • Degree of transparency to main collection space • Degree of transparency with other staff workspaces • Degree of acoustic separation from other workspaces • Space for workstation and / or meeting table • Ability to lock-down from public access areas 	<ul style="list-style-type: none"> • Potential for access from main collection space and back of house • Proximity to work room • Access to collection storage and staff support areas without entering public space 	incl above
	Private staff workspace or small meetings	office/meeting room 2	Separate staff space for office or meeting activity	<ul style="list-style-type: none"> • Degree of transparency to main collection space • Degree of transparency with other staff workspaces • Degree of acoustic separation from other workspaces • Space for workstation and / or meeting table • Ability to lock-down from public access areas 	<ul style="list-style-type: none"> • Potential for access from main collection space and back of house • Proximity to work room • Access to collection storage and staff support areas without entering public space 	incl above
		Plant & equipment rooms	Secure room or rooms for plant and equipment including electrical boards; data, communications & security equipment; IT equipment; HVAC equipment	<ul style="list-style-type: none"> • Spaces sized with respect to applicable plant and equipment requirements • Ventilation and air conditioning applicable plant and equipment requirements • secure • Integration of public health best practices for HVAC and public spaces 	<ul style="list-style-type: none"> • Accessible from internal and external as required for installation, maintenance, and life cycle replacement of all equipment • Located for optimum operational efficiency of applicable services within overall facility functional requirements 	incl above

		Materials Handling	Space for collection materials handling, sorting, trolleys and general storage	<ul style="list-style-type: none"> • Materials handling sorter • Durable linings and fittings • Racking or similar fixed and mobile storage fixtures • Ability to lock-down from public access areas 	<ul style="list-style-type: none"> • Directly accessible from service entry / loading bay • May be shared space with Service & loading space • Ideal proximity to external returns chute or easy staff access between the two spaces. 	incl above
		Service access & loading	Space for incoming and outgoing goods	<ul style="list-style-type: none"> • May include pack/unpack bench • Waste management area • Ability to lock-down from public access areas 	<ul style="list-style-type: none"> • Accessible from service entry/loading bay • May be shared space with Materials Handling Room • External ramp if level change 	incl above
		Staff amenities	Staff toilets and shower	<ul style="list-style-type: none"> • 2x accessible unisex toilets • 1x accessible unisex shower room • 1x cleaner's cupboard with sink • Ability to lockdown from public access areas 	<ul style="list-style-type: none"> • Accessible to other Back of House staff areas without entering public space 	incl above
		Staff room	Staff lunch room	<ul style="list-style-type: none"> • Kitchenette with sink, bench, dishwasher, zip, fridge, microwave, storage • Table and lounge seating • Waste management and recycling facilities • Ability to lock-down from public access areas 	<ul style="list-style-type: none"> • Accessible to other Back of House staff areas without entering public space • Located for direct access to staff only outdoor area 	incl above
		Staff outdoor area	Secure staff outdoor space	<ul style="list-style-type: none"> • Space for outdoor table seating • Barrier screening or similar feature for access to fresh air, sunlight, and views whilst maintaining physical separation to surround public space • Ability to lock-down from public access areas 	<ul style="list-style-type: none"> • Located for direct access to Staff room and access to fresh air, sunshine and views 	incl above
Total m2						1500
Outdoor spaces						
	Outdoor Spaces	Outdoor Spaces	Welcoming, attractive and verdant outdoor spaces for informal and formal Library and Community needs	<ul style="list-style-type: none"> • Multi-use, flexible outdoor spaces for all ages, stages and mobilities • Spaces that provide seating, places for outdoor programmes and activities, and active play 	<ul style="list-style-type: none"> • Seamless interior/exterior flow • Good visibility to/from interior of the facility • Supports the programming and activity functions within the facility • Adds to the vibrancy and visibility to College and Panako Streets • Enhanced CPTED principles applied 	

Appendix 3: Spatial brief for Te Pātikitiki Library extension

Activity area	Facility components	Target markets	Objectives	Functional relationships	Other considerations	Technology	Area m2
Te Pātikitiki Library and Community Hub	Lobby/ Welcome area/Service area	All users Readers (book loans)	Protection from weather Welcoming area that sets the Kaupapa of building Returns slot (external)		Automatic doors Community noticeboard Children's scooter parking – could be on verandah	Automatic returns chute under cover and near entrance	25m2
	Collections	Readers Browsers	Larger collection – moving from 6130 to 8500 items	Collections specific to a particular user group are with their area, e.g children's	All shelving on wheels so can be easily moved	Format agnostic collection space	110m2
	Children's area	Children and their Whanau	Space for play, parent and child reading, story reading	Close to toilets, one with baby change	Child friendly furniture Buggy parking nearby	PL/tablet with children's educational games	25m2
	YA area	focused on intermediate age up to 14	Attract and retain young people to the joy of reading for pleasure		Seating, décor to attract this place – a place to hang out	Play station, laptops for games e.g. Minecraft?	25m2
	Kaumatua/Seniors lounge	Older people 55+ years	Provide comfortable place for socialising and meeting	Near large print collections and magazines	Appropriate seating – not too low, coffee/café table to sit around	Access to iPad or similar	15m2
	Co-worker/study space	Students, home workers	Workplace away from home	Away from children's and noisy activities, near digital hub	Bench style seating, office chairs Plug and play technology – BYOD with screens		10m2
	Digital hub – with PCs	Those needing access to PC and other technology	Improve digital literacy and digital citizenship	Near co-worker study space Close to staff service point for digital support If to be used after hours needs access to toilets	Able to be used for programmes as well as individual use at other times – possibly access after hours	PC's, laptops, printer/copier, scanner	25m2
	Large community meeting room/Flexible space	All ages – learning space/create stuff and Community Groups, Programme attendees	Provide versatile, flexible community space Learning by doing Sustainable access to tools and tech	Accessible after hours – adjacent to toilets. Access to community kitchen	Needs storage cupboards along one wall Able to divide room in two		80m2
	Small meeting rooms x 2	JP clinics small group users,	Provide private space for interviews, etc		Glass fronted so for light and also to see in Soundproof	video and internet access for Zoom calls etc	20m2
	Community kitchen	Community Groups Individual users	Provide a place to have a cuppa and kai associated with community activities	Large meeting room but also near Kaumatua/Seniors lounge if possible	Accessible after hours		15m2
	Toilet and accessible toilet with baby change	All users	Provide gender neutral facilities, cater for those with a disability, cater for parents with babies and young children, parenting room for changing and feeding	Accessible after hours when meeting rooms etc are booked.			10m2
	Staff workspace and storage	Staff	Functional attractive staff area	Near the welcome area so that staff can respond quickly if needed	Possible shared desks for part-time staff	Staff computers	20m2
	Utilities: cleaners' cupboard, building services, server cupboard, rubbish, loading, storage, tool storage for garden						20m2
						Sub total	400m2
						Less existing area	170m2
						Additional	230m2
						15% GFA	35m2
				Total area	435m2	Total additional	265m2

Exterior	Enclosed courtyard		Adjacent to flexible space, meeting spaces and kitchen for indoor/outdoor programming				
	Outdoor sitting area						
	Children's outdoor area						
	Bike and mobility scooter parking under cover						
	Community garden – beds, fruit trees, espalier/cordon						

Appendix 4: Awapuni library consultation

Notes from meeting with Awapuni Community meeting 10 August 2023. Present Vanessa, Elizabeth, Anne, Bev, Jenny, Tom, Dawn, Georgia and two staff members, Amy and Laura.

What do they like about the current Awapuni Library?

- Wonderful, caring, knowledgeable staff, staff know you by name
- Weekly gatherings and book club – cohesive community
- Walking distance of 10-15 minutes
- Easily accessible, never empty, reading programmes
- Volunteer opportunities, friendly, welcoming 110%, real happening place, accessible (person had a disability), enthusiastic
- Responsive to suggestions, helpful, easier to find things than in central, too small to cater for larger groups of kids at the same time as other users
- Free parking, easy access, person has had head injury and library has been a place to increase confidence and grow resilience, love the print books and magazines, community aspect – two toilets
- Local businesses supportive of library

What is needed in a larger library?

- Bike parks
- Really safe space for early teens and tweens
- Library is heart of the community
- Need library to be bigger
- Good parking and access to the building
- Need for parking for mobility scooter – preferably under cover
- Functional staff workspace – current library terrible – toilet comes straight off staff workspace which is a cupboard
- Need for some privacy, e.g. budget advice service – small meeting rooms
- Need more space for a larger collection
- Small kitchenette with direct access to it from meeting rooms
- Natural light
- Good natural climate control
- Gender neutral toilets (don't need shower)
- Good acoustics
- Two didn't want a mezzanine but others don't mind as long as good access with lift as well as stairs
- Outside courtyard – with shade sail. In summer can use for meetings
- Nice cosy décor – your living room away from home
- Dedicated meeting spaces – accessible after hours
- Tea/coffee making facilities
- Some thought a full community kitchen but need for caution as can be abused (gave example of hospital where it was left in a mess and coffee etc taken) – noted that it works at Highbury
- Community kitchen could give opportunities for helping people learn to cook, Super Grans ideas
- Library is a drop in centre – existing community facilities can't get a booking six months out
- Could focus on 10-12 year olds – too young for Youth space in town
- More activities for kids – to do this need more space – make it less boring for kids to want to come to the library – Robotics etc

- Outdoor space – could have room for a community garden – retired could look after community garden
- Library is centre of community well-being, green space is important
- Storage
- Greater range of programming – a maker craft area, guest speakers in a large meeting room
- Quiet study areas – for those who bring own devices
- Facilities for doing Zoom calls

Notes from a follow-up conversation Awapuni Library 3 October 2023. Present: Annette Nixon, Maurice, Terry and Rebecca.

What is needed in a larger library?

- Variable spaces, ability to sub-divide
- Room for buggies, motorised scooters
- Stand up desks as well as sit down spaces
- Areas for community based activities
- More literacy programmes, with tutoring spaces
- Not sure a café fits in a library, don't want to undermine existing
- Good balance between physical and electronic resources
- Could loan tools and seed bank services
- Work with existing youth group to bring young people into library
- Library to be an info hub in the widest sense
- Want to see Council visible in new community hub – democratic and civic process more obvious
- JP clinics
- Car parking and accessibility parking, mobile scooters under cover

[Appendix 5: Te Pātikitiki consultation](#)

Notes from a meeting with library users of Te Pātikitiki 23 August 2023

Present: Teia, Louise, (left after 10 mins) Beth, Brenda, Andrea, Diana, Stella, Katherine, Chris and Ben from Monrad Intermediate (for last 10 mins) AND

Notes from a second meeting on 3 October 2023.

Present: Rob, Greg, Jen, Stella, Andrea, Kaydee, Brenda, Marcus, Don.

What did they like about the current library?

- Teia who has special needs runs a kids' session once a fortnight. This is a great opportunity for her that her carer feels could not happen elsewhere. Give Teia a huge sense of accomplishment. Her session is in sign language, te reo and English. Louis the support worker also feels comfortable bringing her autistic kids to the library
- "Let's grow Highbury" meets fortnightly at the library. Works in with Sally from Environment Manawatu. Appreciates the space to upskill in both knowledge and practical skills around food
- The library should stay in current location and NOT move to shopping centre or Te Ariha Nui – like the independence and neutrality of the library. Like that the library is close to nature and the staff are wonderful. More parking for library only is needed on a Saturday
- On days other than Saturday there is plenty of parking, likes the fact that the kids are in the library – intergenerational.
- Likes the group that meets on a Tuesday – great for people who live alone
- Prefer this branch to central and to other community libraries. Comes from out of the area to use the library

- Likes that the library is a safe place and accommodating to babies and young children. Had homeschooled her children until 9 years. Librarians were her trusted helpers
- Staff positive and accommodating of the different uses and users. Used the digital skills training and thinks this could be ongoing. People would like to have machine to practice on.
- Likes the garden which she helped plant.
- Librarians know your reading taste
- Programmes for kids and holiday programmes
- Its free – love the Scavenger hunts
- Pleased to be able to volunteer
- Comes from out of area to use the library
- Don't feel judged, staff helpful

What is needed to improve the library facility?

- Separate room which can be used after hours but also accessible and usable by library
- Community kitchen so that people can learn how to cook – including the vegetables they grow themselves – avoid regulations – not commercial.
- Storage in this room for chairs and tables
- Possible one or 2 smaller rooms that could be used for small group gatherings or JP clinics – perhaps up to 6-8 people
- Rooms to be glass fronted for ease of monitoring
- Don't want to lose the vibe that is Te Pātikitiki – it is special
- Does not have to be a 'flash' space but functional and cheerful
- Could be more computers, laptops or tablet PC's for use
- Areas for studying – perhaps for those who want to work away from home – with good power points. Also charging points for mobile phones
- Possibility of play area for babies and toddlers that is secure
- If had the space could run after school programmes
- With more space could run evening programmes and courses
- Accessibility is vital – many come on mobility scooters – one man has to charge his before he can go home.
- The area has a lot of young people – some thought that having some of the things that Blueprint has could be good for young people; one person thought should not dilute Blueprint.
- This library is a real community connector – don't lose that by becoming too big – don't want vast open spaces that don't feel like you belong
- Many kids in the area don't have access to computers at home – need more
- Staff know the users and the users take an interest in the library and support and help each other
- Need to make sure that local Māori are consulted and have input – Vanessa Pokaia Highbury Advisory Group
- Better staff conditions
- Library users feel ownership of the library – would not want that to change. People look after things they feel part of owning. High trust model
- Possibility of "borrow a human" – sharing wisdom across the generations
- Holiday programmes are great. If we had more space could do more and bigger
- Parking on a Saturday should be library only spaces kept for library users
- An amphitheatre outside space for public speaking
- Room for night courses
- More toilets, more puzzles

- Kitchen needs to be able to do cooking
- Possible toilet available from outside?? – on a Saturday – but others didn't like this idea
- New furniture needed – couches are old. Chairs that they can clean easily – need regular cleaning
- Dishwasher or sterilising unit
- Want own facebook page so can promote direct to users – Ashhurst and Awapuni have their own
- Educational computer games, e.g. investing in stockmarket
- Supergrans could teach simple cooking.