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**PALMERSTON NORTH CITY COUNCIL**

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**AGENDA**

**COMMUNITY DEVELOPMENT  
COMMITTEE**

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**1PM, WEDNESDAY 17 MARCH 2021**  
COUNCIL CHAMBER, FIRST FLOOR, CIVIC ADMINISTRATION BUILDING  
32 THE SQUARE, PALMERSTON NORTH

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## MEMBERSHIP

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**Lorna Johnson (Chairperson)**

**Rachel Bowen (Deputy Chairperson)**

**Grant Smith (The Mayor)**

**Brent Barrett**

**Susan Baty**

**Zulfiqar Butt**

**Renee Dingwall**

**Lew Findlay QSM**

**Patrick Handcock ONZM**

**Leonie Hapeta**

**Billy Meehan**

**Karen Naylor**

**Bruno Petrenas**

**Aleisha Rutherford**

**Danielle Harris**

**Agenda items, if not attached, can be viewed at:**

[pncc.govt.nz](http://pncc.govt.nz) | Civic Administration Building, 32 The Square  
City Library | Ashhurst Community Library | Linton Library

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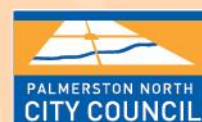
**Heather Shotter**

**Chief Executive, Palmerston North City Council**

**Palmerston North City Council**

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Private Bag 11034, 32 The Square, Palmerston North



## **COMMUNITY DEVELOPMENT COMMITTEE MEETING**

17 March 2021

### **ORDER OF BUSINESS**

**1. Apologies**

**2. Notification of Additional Items**

Pursuant to Sections 46A(7) and 46A(7A) of the Local Government Official Information and Meetings Act 1987, to receive the Chairperson's explanation that specified item(s), which do not appear on the Agenda of this meeting and/or the meeting to be held with the public excluded, will be discussed.

Any additions in accordance with Section 46A(7) must be approved by resolution with an explanation as to why they cannot be delayed until a future meeting.

Any additions in accordance with Section 46A(7A) may be received or referred to a subsequent meeting for further discussion. No resolution, decision or recommendation can be made in respect of a minor item.

**3. Declarations of Interest (if any)**

Members are reminded of their duty to give a general notice of any interest of items to be considered on this agenda and the need to declare these interests.

**4. Public Comment**

To receive comments from members of the public on matters specified on this Agenda or, if time permits, on other Committee matters.

(NOTE: If the Committee wishes to consider or discuss any issue raised that is not specified on the Agenda, other than to receive the comment made or refer it to the Chief Executive, then a resolution will need to be made in accordance with clause 2 above.)

**5. Presentation - Palmerston North Youth Council** Page 7

**6. Confirmation of Minutes** Page 9

“That the minutes of the extraordinary Community Development Committee meeting of 10 December 2020 Part I Public be confirmed as a true and correct record.”

**7. Draft Local Alcohol Policy - Deliberations on Submissions and Adoption** Page 15

Memorandum, presented by Julie Macdonald, Strategy and Policy Manager.

**8. Welcoming Communities Advisory Group Plan - Endorsement by Council** Page 63

Memorandum, presented by Joann Ransom, Community Development Manager.

**9. Palmerston North Safety Advisory Board Strategic Outcomes Plan - Endorsement by Council** Page 105

Memorandum, presented by Joann Ransom, Community Development Manager.

**10. Safe City Portfolio Update (February)** Page 135

Memorandum, presented by Councillor Patrick Handcock ONZM.

**11. Neighbourhoods, Villages & Rural Portfolio Update (March)** Page 141

Memorandum, presented by Councillor Bruno Petrenas.



**12. People and Community Portfolio Update (March)** Page 145

Memorandum, presented by Councillor Lorna Johnson.

**13. Committee Work Schedule - March 2021** Page 159

**14. Exclusion of Public**

To be moved:

“That the public be excluded from the following parts of the proceedings of this meeting listed in the table below.

The general subject of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under Section 48(1) of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

| General subject of each matter to be considered | Reason for passing this resolution in relation to each matter | Ground(s) under Section 48(1) for passing this resolution |
|---|---|---|
|   |   |   |

This resolution is made in reliance on Section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by Section 6 or Section 7 of that Act which would be prejudiced by the holding of the whole or the relevant part of the proceedings of the meeting in public as stated in the above table.

Also that the persons listed below be permitted to remain after the public has been excluded for the reasons stated.

*[Add Third Parties]*, because of their knowledge and ability to assist the meeting in speaking to their report/s [or other matters as specified] and answering questions, noting that such person/s will be present at the meeting only for the items that relate to their respective report/s [or matters as specified].



## **PRESENTATION**

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Presentation - Palmerston North Youth Council

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### **RECOMMENDATION(S) TO COMMUNITY DEVELOPMENT COMMITTEE**

1. That the Community Development Committee receive the presentation for information.

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### **SUMMARY**

Grace Fakahau (Chair), John Hopcroft (Secretary) and Lucas Richardson (Treasurer) will present on the purpose of Palmerston North Youth Council and focus for 2021.

### **ATTACHMENTS**

Nil



# PALMERSTON NORTH CITY COUNCIL

**Minutes of the Extraordinary Community Development Committee Meeting  
Part I Public, held in the Council Chamber, First Floor, Civic Administration  
Building, 32 The Square, Palmerston North on 10 December 2020,  
commencing at 9.08am.**

**Members Present:** Councillors Lorna Johnson (in the Chair), Rachel Bowen, Brent Barrett, Susan Baty, Zulfiqar Butt, Renee Dingwall, Lew Findlay QSM, Patrick Handcock ONZM, Billy Meehan, Karen Naylor, Bruno Petrenas, and Aleisha Rutherford.

**Non Members:** Councillor Vaughan Dennison.

**Apologies:** The Mayor (Grant Smith) (on Council business), Councillors Rachel Bowen (early departure on Council business) and Leonie Hapeta, and Ms Danielle Harris.

Councillor Aleisha Rutherford left the meeting at 10.57am during consideration of clause 52. She was not present for clause 52.

Councillor Patrick Handcock ONZM declared an interest in clause 50 and left the table during consideration of clause 50.

## **49-20 Apologies**

Moved Lorna Johnson, seconded Susan Baty.

### **The COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 49-20 above was carried 13 votes to 0, the voting being as follows:

#### **For:**

Councillors Lorna Johnson, Rachel Bowen, Brent Barrett, Susan Baty, Zulfiqar Butt, Renee Dingwall, Lew Findlay QSM, Patrick Handcock ONZM, Billy Meehan, Karen Naylor, Bruno Petrenas, Aleisha Rutherford and Vaughan Dennison.

## **50-20 Hearing of Submissions - Draft Local Alcohol Policy 2020**

Moved Lorna Johnson, seconded Aleisha Rutherford.

### **The COMMITTEE RESOLVED**

1. That the Community Development Committee hear submissions from presenters who indicated their wish to be heard in support of their submission.
2. That the Committee note the Procedure for Hearing of Submissions, as

described in the procedure sheet.

Clause 50-20 above was carried 12 votes to 0, the voting being as follows:

**For:**

Councillors Lorna Johnson, Rachel Bowen, Brent Barrett, Susan Baty, Zulfiqar Butt, Renee Dingwall, Lew Findlay QSM, Billy Meehan, Karen Naylor, Bruno Petrenas, Aleisha Rutherford and Vaughan Dennison.

**Note:**

Councillor Patrick Handcock ONZM declared a conflict of interest and withdrew from discussion and voting on clause 50-20 above.

The following persons appeared before the Committee and made oral statements in support of their submissions and replied to questions from Elected Members.

**New Zealand Police Manawatu (20)**

Inspector Ross Grantham (Prevention Manager Manawatu) spoke to the Police's submission and made the following additional comments:

- The Safety Advisory Board supports the submissions made by the Police.
- The issue suggested by supermarket and bottle store conglomerates advising that pre-loaders buy their alcohol from bottle stores rather than supermarkets is disingenuous. His experience in dealing with pre-loaders has shown that alcohol was bought either from bottle stores or supermarkets.
- Relating to the proposal to reduce trading hours of on-licences, Inspector Grantham advised that even 60 minutes can save people and our community from becoming victims of alcohol abuse.

**MidCentral District Health Board's Public Health Service (25)**

Representing the Public Health Service Unit of the MidCentral District Health Board and as Medical Officer of Health, Dr Rob Weir spoke to their submission and made the following additional comments:

- As stated in the overall conclusion of Professor Connor's publication, modest changes in closing hours would have clear beneficial effects rather than a the reduction in opening hours.
- Speaking on behalf of his emergency department colleagues, Dr Weir advised that there were implications of closing hours on the number of attendances.
- Acknowledged that Council must strike a balance between commercial interests and health concerns. However, the object of the Sale and Supply of Alcohol Act is not commercial interests.

**Te Hiringa Hauora Health Promotion Agency (21)**

Ms Cathy Bruce (Principal Advisor Local Government) spoke to the Agency's



submission and made the following additional comments:

- Research shows that people's drinking behaviour is influenced by their local environment. Communities can do a great deal to reduce local alcohol related harm. Councils play a crucial role in encouraging a change in drinking behaviour in their communities.
- Encouraged Council to keep the Sale and Supply of Alcohol Act objectives in mind when making decisions. Policy decisions based on economic concerns have no place in the Local Alcohol Policy.
- The local data around the number of bottle stores located in high deprivation areas raises a further concern that Council should consider location of premises as part of the Local Alcohol Policy.

**Fish Bar Limited (27), Celtic Inn (28) and PR Attractions Ltd (Bubbles Bar) (29)**

Mr Chris Hince, assisting Gary Wright (owner), spoke to their submission and made the following additional comments:

- Noted that Brewers Apprentice, The Cobb, The Daily and Trader McKendry's owners, although they did not make a submission, endorse Mr Wright's presentation.
- Professional bar owners and employees are the least interested in having bad behaviour, intoxication or violence occurring in their establishments.
- On-licenced venues are safer places to consume alcohol since they are supervised environments, with trained staff to assist and reduce the amount of potential harm.
- Opposed the one-way door policy because there is not substantial research or information around effectiveness of such restriction. It could be problematic as people outside are separated from their group and become potentially vulnerable. The situation could result in anger, violence, vandalism, and risky actions.
- If the one-way door policy is applied, Mr Hince requested mechanisms in the policy to deal with the issues, to police the situation.
- Night life in Palmerston North is currently starting around 11.00pm or later.
- It is unrealistic to think that bars operate at a loss during the last hour.

Mr Gary Wright also spoke to their submission and made the following additional comments:

- In relation to the one-way door restrictions, Mr Wright pointed out the need for research and discussions around how to minimise impacts on the street with people congregating.
- In the current situation the bars may be closed progressively as a way to manage people leaving establishments.

- Questioned if there would be enough infrastructure, such as cabs, if all the venues close at 2.00am.
- Suggested that Council should do its own research instead of relying on statistics from other cities.
- Vandalism in night life area in the city is not necessarily related to bars' operations between 2.00am and 3.00am.
- Invited Council's staff and Elected Members involved in the matter to attend the meetings held by the network of bar owners for further engagement, and to visit the establishments to see how they operate.
- This year has been difficult for the industry, however Mr Wright managed to retain all their staff.
- There are other ways to reduce alcohol harm, such as education programmes.

#### **FoodStuffs North Island Limited (23)**

Mr Iain Thain (Solicitor – DLA Piper Law Firm) spoke to their submission and made the following additional comments:

- Evidence shows that the average sale of alcohol from off-licensed premises in Palmerston North from 8.00pm to 11.00pm is lower than the national average. That local evidence does not support differing from the national default hours.
- Professor Connor's research paper mentioned by other submitters was based around the introduction of the national default hours which affected both off-licence hours and on-licence hours. By contrast, in New South Wales, there was an experiment done where only off-licence hours were reduced in country New South Wales, and the effect of that resulted in an increase in the number of non-domestic assaults. In downtown Sydney, only on-licence hours were reduced, and that had a positive impact on alcohol related harm.
- According to the Officers' Report, there is local evidence that purchasing for pre-loading takes place prior to 9.00pm and mostly from liquor stores instead of supermarkets.
- Supported continuing with the default hours for off-licences (7.00am to 11.00pm), and in particular to any specific off-licensed premises, the District Licensing Committee at its discretion would determine the appropriate hours, restricting them if there is reasonable basis to do so.

#### **General Distributors Limited (22)**

Mr Paul Radich spoke to their submission and made the following additional comments:

- The business training standard related to the provision of alcohol is

higher than the obligations under the Act.

- The four stores operating in the city have not failed to fulfil any of the provisions of the Act.
- Does not support the suggested shift to 9.00pm stating that the reason for the reduction of hours is not clear. The Officer's Report mentioned that people usually buy alcohol to pre-load prior to 9.00pm. There are other tools and mechanisms to address anti-social behaviour.
- Encouraged the Council to deal with problematic premises rather than applying a blanket rule.

### **Alcohol Healthwatch (30)**

Nathan Cowie (Health Promotion Advisor) spoke to their submission and made the following additional comments:

- The last hour of trading whether in a supermarket or a bottle store, a bar or a night club, might bring private profits but it comes with costs affecting the community. A Local Alcohol Policy is not a tool for economic development, though reduction in alcohol harm will have economic benefits through less cancers, injuries, emergency department presentations, violence, sexual assaults, and burden on police and emergency services.
- Supported Council developing wider alcohol harm reduction strategies beyond local alcohol policies. Invited Council to think beyond licensing issues, including advertising, marketing and sponsorship and to contribute to national discussions around the price of alcohol.
- Suggested the creation of a prevention group composed of Police, Health Services, Local Government and stakeholders.
- Encouraged Council to put health before profits, and community interests ahead of commercial interest.

### **Hospitality New Zealand PN (14)**

Mr Adam Parker (Regional Manager) and Mrs Colleen Maxwell (Palmerston North Branch President) spoke to their submission and made no additional comments.

## **51-20**

### **Confirmation of Minutes**

Moved Lorna Johnson, seconded Brent Barrett.

### **The COMMITTEE RESOLVED**

1. That the minutes of the Community Development Committee meeting of 4 November 2020 Part I Public be confirmed as a true and correct record.

Clause 51-20 above was carried 13 votes to 0, the voting being as follows:

**For:**

Councillors Lorna Johnson, Rachel Bowen, Brent Barrett, Susan Baty, Zulfiqar Butt, Renee Dingwall, Lew Findlay QSM, Patrick Handcock ONZM, Billy Meehan, Karen Naylor, Bruno Petrenas, Aleisha Rutherford and Vaughan Dennison.

**52-20**

**Draft Local Alcohol Policy - Summary of Submissions**

Memorandum, presented by Julie Macdonald - Strategy and Policy Manager.

Councillor Aleisha Rutherford left the meeting at 10.57am.

Moved Lorna Johnson, seconded Brent Barrett.

**The COMMITTEE RESOLVED**

1. That the report titled 'Draft Local Alcohol Policy - Summary of Submissions' presented to the Community Development Committee on 10 December 2020 be received for information.

Clause 52-20 above was carried 11 votes to 0, with 1 abstention, the voting being as follows:

**For:**

Councillors Lorna Johnson, Rachel Bowen, Brent Barrett, Susan Baty, Zulfiqar Butt, Renee Dingwall, Lew Findlay QSM, Billy Meehan, Karen Naylor, Bruno Petrenas and Vaughan Dennison.

**Abstained:**

Councillor Patrick Handcock ONZM.

The meeting finished at 10.58am

Confirmed 17 March 2021

**Chairperson**

## MEMORANDUM

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Draft Local Alcohol Policy - Deliberations on Submissions and Adoption

**PRESENTED BY:** Julie Macdonald, Strategy and Policy Manager

**APPROVED BY:** David Murphy, Acting General Manager - Strategy and Planning

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### RECOMMENDATION(S) TO COUNCIL

#### Local Alcohol Policy Content

**1. That the following policy guidelines of the draft LAP remain unchanged:**

- 1.2.1, 1.2.3, 1.2.5, 1.2.7 (opening hours for on-licensed premises);
- 1.2.9 (hours for Hotel mini-bars);
- 1.3 (location of on-licensed premises);
- 1.5 (discretionary conditions for on-licensed premises);
- 2.2.1 and 2.2.2 (hours of off-licensed premises);
- 2.3 (location of off-licensed premises);
- 2.4 (discretionary conditions for off-licensed premises);
- 3.2.1 and 3.2.2 (hours of club licensed premises);
- 3.3 (location of club licensed premises);
- 3.4 (discretionary conditions for club licensed premises);
- 4.2 (house for special licences);
- 4.3 (discretionary conditions for special licences).

***EITHER: "3am option"***

**2.**

- (a) That policy guidelines 1.2.2, 1.2.4, 1.2.6, and 1.2.8 (latest trading hours for on-licensed premises – 3am for Hotels, Taverns and Class 1 Restaurants, and 1am for all other on-licensed premises) and 1.4 (one-way door restriction for every on-

licensed premises trading after 2am, applies from 2am) are unchanged.

*Or: "2am option"*

- (b) That policy guidelines 1.2.2, 1.2.4, and 1.2.6 (latest trading hours for on-licensed premises –Hotels, Taverns and Class 1 Restaurants) are changed to show the latest trading hour as 2am.
- (c) That policy guideline 1.2.8 (latest trading for all other on-licensed premises) is changed to read: For all other On-licensed Premises, the latest hour for trading is 12am on the day following the commencement of trading, except for function centres for which the latest hour of trading is 1am on the day following the commencement of trading."
- (d) That policy guideline 1.4 (one-way door restriction) is removed.

#### Local Alcohol Policy Adoption

- 3. That the Council, having incorporated resolutions 1 and 2 above to the attached draft LAP (attachment 2), adopt the Draft Palmerston North Local Alcohol Policy as the Provisional Palmerston North Local Alcohol Policy.
- 4. That the Council give public notice of the Provisional Local Alcohol Policy, the rights of appeal against the policy, and the ground on which an appeal can be made.

## 1. ISSUE

The Council carried out public consultation on the draft Local Alcohol Policy in 2020, with hearings held in December 2020. The purpose of this memo is to provide advice for the Committee on the issues raised by submitters. A detailed summary and analysis of the issues raised by submitters is attached as attachment one.

Officers recommend that the draft LAP is adopted without further changes, except for the provisions relating to maximum trading hours for on-licensed premises. Two options have been identified, characterised as a "2am option" and a "3am option", with recommendations appropriate to each option. The Committee is asked to consider both options and move the recommendations as appropriate. The packaging of these options recognises that some policy elements are dependent on others – for instance, a one-way door restriction is not recommended in the "2am option."

A summary of the options for the policy are discussed in section 3 of this memo.

The draft LAP that the Committee approved in August 2020 for public consultation is included as attachment 2 to this memorandum for reference. The Committee should note



that this is not the final draft LAP; any changes that the Committee resolves to make will be made to this document. A final draft LAP will be presented to the Council for adoption, incorporating the decisions of the Committee.

## **2. BACKGROUND**

On 26 August 2020 the Council approved the draft LAP for public consultation. This draft LAP was the third iteration of the policy that Council has consulted on and was developed following consultation that took place in 2019. Further consultation was required because the scope of changes being considered went beyond that which was initially proposed.

The most recent consultation took place between 5 September and 9 October 2020. The Council received 33 written submissions, and eight submitters made oral submissions on 10 December 2020.

## **3. SUBMISSIONS ANALYSIS**

### **General comments**

A full analysis of the issues raised by submitters is contained in attachment one. The arguments expressed by submitters across the various policy elements are similar to those expressed during previous consultation. In very general terms, some submitters express support for the proposed restrictions with some seeking more restrictive approaches to reduce alcohol-related harm. Other submitters believe the draft LAP is too restrictive, will negatively affect hospitality businesses and may not reduce alcohol-related harm the way Council expects it to; in some instances, some submitters suggest that alcohol-related harm may be increased as a result of the proposed restrictions. There is no strong consensus for any aspect of the draft LAP.

Council has now completed three rounds of consultation on its draft LAP. The two most recent rounds of consultation (2019 and 2020) effectively represent competing policy settings with regards to maximum trading hours. The second draft LAP (2019) proposed maximum trading hours of 2am for on-licensed premises, and 10pm for off-licensed premises. The third draft LAP (2020) proposed later maximum trading hours for some on-licensed premises, and 9pm for off-licensed premises.

For both proposals, the base evidence remains the same. No significant new local evidence has been presented since the Research Report was prepared in 2019 that changes the recommendations made to the Committee. The two proposals represent different ways to balance the strength of restrictions being imposed.

Frustrations with the availability and quality of local evidence of alcohol-related harm has been present throughout the development of the draft LAP. While few people would question the existence of alcohol-related harm in Palmerston North, there are many differing views on the nature or extent of that harm, the causes, and the most effective solutions to address that harm. For instance, data reported from the New Zealand Health

Survey in 2016/17 showed that MidCentral DHB had a lower prevalence of hazardous drinkers than the national average, and was the second lowest amongst all DHBs, with similar results for other indicators such as prevalence of heavy episodic drinking. On one basis this indicates that – relative to much of the rest of the country – the MidCentral DHB has lower levels of hazardous drinking. However, as Alcohol Healthwatch indicated in its submission in 2019, the confidence intervals for the dataset from the New Zealand Health Survey are quite wide, which suggests there is no significant difference between the levels reported for MidCentral when compared with the national average. This illustrates one example of the difficulty in obtaining data showing clearly the alcohol-related harm experienced in Palmerston North. In Alcohol Healthwatch’s 2020 submission it cited alcohol health harm data from Healthspace (a publicly-available dataset) that showed six indicators including hospital admissions for alcohol intoxication related conditions and chronic drinking related conditions. All six indicators showed a lower than average rate of admissions for MidCentral, though some indicators showed a slight increase over time. Overall, Alcohol Healthwatch concluded “there appears to be a lower than average admission rate for wholly alcohol-attributable conditions among residents of Palmerston North. There is some evidence of indicators worsening over time. It is important to note that the data masks differences by age, ethnicity, sex and level of socio-economic deprivation.” Their submission also noted “that no Council nor community is immune from alcohol harm. The national average represents a high level of harm across the country and so any comparisons need to take that into consideration.” This further illustrates the difficulty in finding clear evidence of significant alcohol-related harm in Palmerston North, while acknowledging that such harm does exist.

In the absence of clear evidence of a specific alcohol-related harm within the city, associated with a particular location or type of licensed premise, the draft LAP has been developed to address the harm caused by alcohol more generally, by reducing alcohol availability. The modest restrictions proposed in the various iterations of the draft LAP reflect the more general harm which is being addressed. This is also reflected in the type of restrictions that have been proposed. The Sale and Supply of Alcohol Act identifies five policy “elements” that can be included in a draft LAP:

1. Whether to issue further licences, or licences of a particular type
2. Location restrictions, by reference to other licensed premises, other facilities of a particular kind, or by reference to a particular area
3. Maximum trading hours, by licence type
4. One-way door restrictions
5. Discretionary conditions.

Officers have consistently not recommended restrictions on issuing further licences, or location restrictions, as the means to reduce the overall accessibility of alcohol. While a

policy that does not permit the issue of further licences (for instance, off-licences) would limit an increase in availability of alcohol, it would not affect existing licences. Furthermore, it risks the possibility of a perverse outcome, where such a restriction prompts an increase in applications for new licences to avoid a future cap on new licences. Finally, existing data on licence numbers show no substantial growth in licence numbers over the past seven years, indicating the market is regulating the capacity for new licences within Palmerston North.

Similarly, officers have consistently not recommended restrictions on location for new licensed premises. Such restrictions would have negligible impact on overall availability of alcohol, though they would limit where any new licences could be located. However, officers have been unable to identify significant evidence that showed an association with a particular location and a type of licensed premise, and harm associated with that area. There are many variations of location restriction; one that was often suggested by some submitters was a restriction on new licences in proximity to certain “sensitive” sites such as schools, early childhood education centres, or churches. However, there is no local evidence to suggest that having licensed premises located close to those types of facilities is causing significant harm in Palmerston North. Further complicating this issue, the compact geography of the city makes many geographical restrictions arbitrary and ineffective.

Consequently, the draft LAP has focussed on those restrictions likely to have the greatest impact on alcohol availability. In all three iterations of the draft LAP these restrictions have focussed on maximum trading hours, with the most recent version including a one-way door restriction as part of a proposed 3am maximum trading hour for taverns, hotels and class 1 restaurants. The latest two iterations represent different combinations of maximum trading hours in an attempt to find the most effective approach that will address alcohol-related harm by reducing overall availability of alcohol. Both have been predicated on the existence of pre-loading, which has been demonstrated through local research conducted in 2013 by UMR Research for ACC, with data that shows typical behaviour and trends for pre-loading in the City. The general principle being proposed is that by reducing the hours available for alcohol consumption, people will over time consume less alcohol at home, and where they choose to drink they will choose to drink in supervised premises rather than at home.

### **Specific policy elements**

#### **1. Whether to issue further licences**

The draft LAP did not propose a restriction on issuing further licences. The analysis in attachment one explains the issues raised by submitters, and outlines a range of options to consider. These included imposing a cap on the total number of licences, imposing a cap on the total number of off-licences, or imposing a “per capita” cap. Similar options were considered throughout the development of the draft LAP. However, in the absence of specific local data to support a strong association between the number of licensed premises and alcohol-related harm in Palmerston North, a change is difficult to justify. On that basis,

officers are recommending no further change to this aspect of the draft LAP, and that the proposed draft LAP does not restrict the issuing of further licences.

## 2. Location restrictions

The draft LAP did not propose a restriction on location, though throughout the development of the draft LAP several location restrictions were considered but not recommended. The analysis in attachment one assesses the comments made by submitters with regards to possible location restrictions, and considers two options: no change, or to introduce a restriction on licences close to sensitive sites. However, with no additional local evidence to support location restrictions officers do not recommend change to this aspect of the draft LAP, and that the proposed draft LAP does not include location restrictions.

## 3. Maximum trading hours

Various combinations of maximum trading hours have been proposed across the three different iterations of the draft LAP. Attachment one includes analysis of the issues raised by submitters, broken down by the proposed hours for on, off, and club licensed premises, and for special licences. While the draft LAP works as a policy package, the trading hours specific to different licence types have been assessed individually because the issues and arguments relating to each are quite different.

For on-licensed premises, the identified options are:

- a. setting no maximum trading hours (applying the default national maximum trading hours of **8am – 4am**).
- b. setting maximum trading hours for hotels, taverns, and class 1 restaurants at **3am**, with all other on-licensed premises able to trade until **1am**.
- c. setting maximum trading hours for hotels, taverns, and class 1 restaurants at **2am**, with maximum trading hours for all other on-licensed premises at **12am** or **1am**.

As noted in attachment one, there are many variations to these options. For simplicity's sake, officers have focussed on these three options, representing what has been consulted with the community over the previous two iterations of the draft LAP. If the Committee favours a different option, then further consultation may be required.

Officers have not made a recommendation with regards to maximum trading hours for on-licensed premises – this is discussed in more detail in attachment one. Instead, two options have been identified for the Committee to consider. If the Committee supports the “3am option” then it should move recommendation #2(a). If the Committee supports the “2am option” then it should move recommendations #2 (b), (c), and (d).

For off-licensed premises, the identified options are:

- a. setting **no maximum trading hours** (applying the default national maximum trading hours of **7am – 11pm**).
- b. setting maximum trading hours for off-licensed premises at **7am - 10pm**.
- c. setting maximum trading hours for off-licensed premises at **7am - 9pm**.

As with on-licensed premises, there are many variations to these options, but officers have focussed on these three options as they represent what has been consulted with the community. If the Committee favours a different option, then further consultation may be required.

Officers recommend that the maximum trading hours for off-licensed premises are set at 7am - 9pm. Despite some submitters arguing that there is insufficient evidence to support a significant reduction in trading hours for off-licensed premises, officers contend that Council can set 9pm as the latest trading hour for off-licensed premises in reliance on the precautionary principle. This is discussed in detail in attachment one.

For club licences and special licences, officers recommend that the LAP include the maximum trading hours as proposed in the draft for consultation. For club licensed premises, this is 8am to 12am the following day, while special licences would have no maximum trading hours. Attachment one provides analysis of the issues raised by submitters, but in the absence of any significant new evidence to support their concerns officers feel confident recommending to the Committee that the proposed trading hours for club and special licences be confirmed.

#### 4. One-way door restrictions

A one-way door restriction was included in the third draft LAP, as part of a package that included recommended maximum trading hours for hotels, taverns and class 1 restaurants of 3am. The proposed one-way door restriction would work in combination with the later trading hours to impose a restriction on the availability of alcohol, while permitting those licensed premises to continue operating.

There are three options for a one-way door restriction:

- a. Retain the proposed **2am** one-way door restriction that was included in the current draft LAP.
- b. Amend the operation of the one-way door restriction to apply from **2.30am**.
- c. **Remove** the requirement for a one-way door restriction altogether.

Attachment one includes a full analysis of the concerns that submitters raised with the proposed one-way door restriction, and the options described above.

On the basis that a one-way door restriction operates in conjunction with later trading hours, officers recommend including a one-way door restriction if a decision is made to permit premises to operate until 3am. If a decision is made to restrict maximum trading hours to 2am or earlier, then a one-way door restriction may not be warranted, and it could be removed from the draft LAP altogether.

#### **5. Discretionary conditions**

The draft LAP did not include any discretionary conditions. Officers have consistently recommended against including discretionary conditions in the draft LAP. While there are many conditions that may be useful for the District Licensing Committee (DLC) to consider, there is little demonstrable benefit to including them in the draft LAP. The DLC may include any reasonable condition on any licence, regardless of whether those conditions are identified in the draft LAP. The analysis in attachment one outlines the points raised by submitters. Two options were considered – to include one or more discretionary conditions, or to include no discretionary conditions in the draft LAP.

Officers recommend that discretionary conditions are not included in the draft LAP. This advice is unchanged, with no new arguments from submitters providing a clear reason for including discretionary conditions in the draft LAP. If the Committee believes there are conditions that DLC should consider when it is making decisions on licence applications, the Committee is free to communicate those suggestions to the DLC regardless of the status of the LAP.

#### **4. OPTIONS ANALYSIS**

Distinct from the individual options for specific policy elements, there are three options overall for how Council can proceed with the draft LAP:

- Option one – adopt the draft LAP as a Provisional LAP, with or without changes as discussed in this memo and attachment one.
- Option two – undertake further consultation on different or additional proposals.
- Option three – discontinue development of the draft LAP.

Option one involves the Committee making specific decisions on the different policy components. The advice for those decisions is set out in attachment one. If the Committee recommends to the Council that the draft LAP is adopted as a Provisional LAP, any changes made by the Committee would be incorporated into the final document, for adoption by the Council.

Option two would require direction from the Committee as to the specific proposals that the Committee wants officers to consult on. The Committee would need to formulate a resolution that articulates the shape of the policy to be consulted on, and officers would then prepare the consultation documents accordingly and consult with the community.



Option three would end the current process. No further work on the draft LAP would be undertaken, and submitters would be notified of the Council's decision. The maximum trading hours for licensed premises would be the default national maximum trading hours – 8am to 4am for on-licensed premises; 7am to 11pm for off-licensed premises.

## 5. RECOMMENDATIONS

Officers recommend that the Committee proceed with Option one – adopt the draft LAP as a Provisional LAP, with or without changes as discussed in this memo and attachment one. Extensive consultation over three different iterations of the draft LAP have provided clear views from the community, even if no clear consensus among those submitters can be found. The key options for the different policy options have been identified and proposed. Councillors can feel confident that, regardless of the composition of the policy, the community has been given a good opportunity to express their views on the different components of the draft LAP.

Option two is not recommended. While there are many variations to the policy options that have been explored, there appears to be little evidence to support consulting on further variations to the proposals already consulted on.

Option three is also not recommended. Discontinuing development of the draft LAP would mean the maximum trading hours are the default hours provided for in the Act. For on-licensed premises, this would amount to a *de facto* increase in maximum permitted trading hours, to 4am. While existing licences would not be permitted to trade as late as 4am, new licence applications, or renewals, could be made for trading as late as 4am. While such late trading hours would not necessarily be granted by the DLC, they would remain theoretically possible.

### Appeals

The Committee should be aware that the process for making a local alcohol policy includes a statutory appeals process. This creates the possibility that one or more submitters may lay a legal challenge with the Alcohol Regulatory Licensing Authority (ARLA). The grounds for appeal are that an element of the policy is unreasonable in light of the object of the Sale and Supply of Alcohol Act (the Act). Appellants may argue that elements of the policy are unreasonable because there is insufficient evidence to support the proposed policy. While we have undertaken every effort to ensure that the policy is based on robust local evidence, appellants may disagree and appeal to have the policy (or an element of the policy) overturned by ARLA. In the event that the Provisional LAP is appealed, ARLA would call for evidence from appellants and from the Council (as respondent) in respect of the appeal matters and hold hearings. The timing, nature and cost of proceedings is unknown, and would depend on the scope of any possible appeals.

## 6. NEXT STEPS

If the Committee proceeds with Option one – adopt the draft LAP as a Provisional LAP, with or without changes as discussed in this memo and attachment one; then the appropriate recommendations should be moved and voted on accordingly. Officers will use this formal direction to finalise the draft LAP, which will be reported to the Council for adoption.



Once the draft LAP has been adopted by the Council, it will become the provisional LAP. This must be publicly notified, which gives those who made a submission on the draft LAP 30 days to lodge any appeals with ARLA. If no appeals are received by ARLA at the end of that time then the provisional LAP becomes an adopted LAP. If appeals are received, then the provisional LAP is adopted either when the appeals are dismissed by ARLA, or after ARLA decides that any resubmitted LAP does not contain elements which are unreasonable under the Act. The adopted LAP does not come into effect until after the Council has given public notice of its adoption, and has made a resolution to bring it into effect. New maximum trading hours and one-way door restrictions cannot come into effect earlier than three months after the public notice was given.

## COMPLIANCE AND ADMINISTRATION

|   |  |
|---|--|
| Does the Committee have delegated authority to decide?<br>If Yes quote relevant clause(s) from Delegations Manual | <b>No</b>  |
| Are the decisions significant?  | <b>No</b>  |
| If they are significant do they affect land or a body of water?   | <b>No</b>  |
| Can this decision only be made through a 10 Year Plan?  | <b>No</b>  |
| Does this decision require consultation through the Special Consultative procedure?                               | <b>No</b>  |
| Is there funding in the current Annual Plan for these actions?  | <b>No</b>  |
| Are the recommendations inconsistent with any of Council's policies or plans?                                     | <b>No</b>  |
| The recommendations contribute to Goal 3: A Connected and Safe Community  |  |
| The recommendations contribute to the outcomes of the Connected Community Strategy                                |  |
| The recommendations contribute to the achievement of action/actions in the Safe Community Plan                    |  |
| The action is: Develop a Local Alcohol Policy (by the end of 2020/2021)   |  |
| Contribution to strategic direction and to social, economic, environmental  | The Council has specifically identified the development of a local alcohol policy as an action under the Safe Community Plan. The draft LAP is focussed on minimising the harm caused by excessive or inappropriate consumption alcohol, which contributes to building a |

|                         |   |
|-------------------------|---|
| and cultural well-being | city where people feel safe and are safe. |
|-------------------------|---|

### **ATTACHMENTS**

1. Summary and Analysis of Submissions to the draft LAP (2020) [↓](#) 
2. Draft Local Alcohol Policy (August 2020) [↓](#) 



## Draft Local Alcohol Policy 2021 - analysis of submissions received

### A summary and analysis of issues raised by submitters in written submissions received between September and October 2020, and oral submissions received in December 2020.

#### Introduction

The draft Local Alcohol Policy included proposals for restricting alcohol licensing across the five areas identified in the Sale and Supply of Alcohol Act. This summary and analysis identifies the key issues raised by submitters in each of these five areas, together with other matters raised during the consultation process. This document should be read together with the full text of the written submissions, which is available to read on the Council website. Following discussion of the issues raised by submitters, this document provides a recommendation to the Community Development Committee on how the Council should respond.

#### Issuing of further licences

The draft LAP did not propose restricting the issue of further licences. Research conducted to inform the development of the draft LAP did not identify any evidence that the number of licences, or types of licences, is growing at a concerning rate. In 2016 there were a total of 182 licences, and in 2019 there were a total of 185 licences, an increase of just three additional licences. Although a number of outlets closed or opened over that time, the total count of licensed premises did not rise substantially. This provided the justification for not imposing a restriction on the issuing of further licences.

#### Submission analysis

About a third of submissions (11) expressed support for the proposal to not restrict the issue of further licences. Conversely, seven submitters expressed opposition, while 14 expressed no clear view on the proposal.

Very few submitters offered arguments in support of the proposal. One noted that there does not appear to be an oversupply of licensed premises, and that market forces would control this. The Police submitted that all licensed premises need to accept that they contribute in some way to alcohol related harm, and therefore there is a fine line between availability and restriction to keep people safe. Police accepted this position and were not seeking a restriction on the number of off-licences, but did seek a confirmation that careful consideration will be given to each new application for an off-licence.

Amongst submitters opposed to this proposal, arguments included that further restrictions would further help reduce the harmful consequences of alcohol, and that restrictions are necessary to control the number of outlets. Alcohol Healthwatch argued that consideration should be given to imposing a cap on the number of off-licence bottle stores in high deprivation areas. They observed that there is an accumulating body of evidence showing that off-licences are associated with greater levels of harm in deprived areas compared to less deprived areas.

As was noted when officers provided analysis of submissions to the earlier version of the draft LAP, while there are concerns about the impact of density of types of licence on alcohol-related harm none of the submitters were able to identify evidence or data of this relationship specific to Palmerston North. Reference has been previously made to Michael Cameron's outlet density study<sup>1</sup>,

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<sup>1</sup> This is likely a reference to the research conducted by Cameron, Cochrane, Gordon and Livingston in 2013 titled "The locally-specific impacts of outlet density in the North Island of New Zealand 2006-2011."

which found some positive relationships between alcohol outlet density and alcohol-related harm. However, this study was included in the research report that informed the development of the draft LAP. Officers were not persuaded that this study provided a strong enough basis for placing broad restrictions on the issuing of further licences.

References to the density of off-licence premises, particularly bottle stores, illustrate this issue clearly. While a desktop review may show a positive association between number of outlets and harm, there are very few locations in the City where more than two off-licence premises are located in close proximity; most of these clusters include a bottle store with a supermarket or grocery store, which cater to different parts of the market and offer different products. There has been no evidence of price competition arising because of density issues within Palmerston North. Furthermore the compact geography of the City negates many of the location concerns, when travel times make it easy to go to a different premises regardless of location.

### Options

The following options have been identified for consideration by elected members:

1. No further change – retain the current proposal to not restrict the issuing of further licences.
2. Impose a cap on the total number of licences. This could be capped at the total number currently issued. However, this would permit new licences to be issued as existing licences were forfeited, and could result in an “imbalance” of one type of licence over another.
3. Impose a cap on the total number of off-licences. Most people concerned about the total number of licences appear to be more concerned about off-licences. This type of cap could be further focussed on off-licence bottle stores (which are exclusively focussed on the sale of alcohol only).
4. Impose a “per capita” cap (either generally or by type of licence). This approach would allow the number of licences to grow as the City grows but could be complex to implement.

### Recommendation

**Officers recommend that no further change is made to this proposal, and that the draft LAP does not restrict the issuing of further licences.** There is little to no specific data to support a strong association between the number of licensed premises and alcohol-related harm in Palmerston North. Such evidence would be needed to justify any change.

Officers note that the total number of licences has increased moderately in the years since the first development of a draft LAP. In the absence of significant growth of the number of licensed premises, there is little justification for a cap at this time. With the draft LAP proposed to be reviewed within two years, there is also an opportunity to revisit this proposal if there is later found to be unchecked growth in the sector.

If the Committee wanted to impose a limitation then a case could be made for capping the number of licences for bottle stores and wholesalers. This would enable growth in the number of supermarkets and grocery stores whilst limiting the growth of off-licences with a singular focus on alcohol. Consideration would also need to be given to whether this would include remote selling. However, if such a restriction were imposed, Council would likely need to re-consult with the community as this proposal is substantially different from that which was initially proposed.



### Trading hours

The current draft LAP proposed to set maximum trading hours that were different from those provided for in the Sale and Supply of Alcohol Act 2012. The table below summarises the key aspects of the proposal.

|               | Licence type  | Earliest Opening Hour | Latest Closing Hour    |
|---------------|---|-----------------------|------------------------|
| On-licences   | Hotels  | 8am                   | 3 am the following day |
|               | Taverns   |                       |                        |
|               | Class 1 restaurants (with a bar area operated as a tavern)  |                       |                        |
|               | All other on-licensed premises (including class 2 and 3 restaurants and cafes, function centres, cinemas, and theatres) | 8am                   | 1am the following day  |
| Off-licences  | All off-licences (e.g. bottle stores, supermarkets, and grocery stores)   | 7am                   | 9pm                    |
| Club licences | All club licensed premises (e.g. RSAs, sports clubs)  | 8am                   | 12am the following day |

Table 1 - trading hours proposed in draft LAP (2020)

The proposal represented a significant change from the previous draft LAP, which set maximum trading hours in relation to zones in the District Plan. Table 2 below sets out the trading hours proposed in the 2019 draft LAP.

|               | Location   | Earliest Opening Hour | Latest Closing Hour    |
|---------------|--|-----------------------|------------------------|
| On-licences   | Inner, outer, fringe and local business zones, and industrial zone | 8am                   | 2am the following day  |
|               | Any other zone   | 8am                   | 12am the following day |
| Off-licences  | All zones  | 7am                   | 10pm                   |
| Club licences | All zones  | 8am                   | 12am the following day |

Table 2 - trading hours proposed in draft LAP (2019)

The current draft LAP focussed instead on the type of licence, with on-licences typically geared towards later trading permitted to trade until 3am, with all other licences (including function centres) permitted to trade until 1am. This change recognised concerns raised by submitters that the restrictions for many on-licensed premises were not appropriate, and may increase rather than decrease pre-loading as people chose not to come into town earlier. Proposing maximum trading hours at 1am for all other on-licensed premises recognises that very few of those licence types currently trade beyond 1am. The earlier proposal would have required function centres to close at 12am, which was argued to be incompatible with their focus on hosting events. By separating maximum trading hours into those licence types with a focus on bar service (such as hotels, taverns and class 1 restaurants) and those where alcohol is an ancillary function it allows the hours to be set which most reflects their current use.

While in some regards the proposed hours (primarily, 3am for hotels, taverns and class 1 restaurants) can be seen as continuing the status quo, it was tempered by the additional proposal for a one-way door restriction that came into effect for any premises trading beyond 2am (i.e. hotels, taverns and class 1 restaurants). The proposed one-way door restriction recognises that while most licensed premises are responsible operators, alcohol-related harm is still clearly associated with the sale of alcohol late at night. A one-way door restriction sets a limit on when new patrons can be admitted, and signals an expectation that people who want to drink in bars should come into town earlier than they might otherwise do if a one-way door restriction was not in effect.

The second significant change to the proposed maximum trading hours was to bring the latest trading hour for off-licensed premises to 9pm. This change was proposed in response to submitters who felt that the policy was not strongly oriented towards the primary opportunity for pre-loading.

#### Submission analysis

Of the 33 submissions, 12 were in support of the proposed changes to the maximum trading hours. Fifteen submissions were opposed, while three submitters had no opinion. A further three submissions expressed support for one aspect of the proposed trading hours, while opposed to other parts (for instance, supporting the reduction for off-licences, but opposed to permitting to on-licences to trade until 3am). It should be noted that this is a general assessment of support and opposition. Where submitters have expressed arguments supporting their submission, they often identify the specific parts of the trading hours proposal that they support or oppose. These details are explored in each of the sections below, based on licence-type.

Some submitters did not make comments specific to a type of licence. In broad terms, some who supported reductions in trading hours expressed general opposition to the availability of alcohol, the harmful impacts of alcohol, or noted the benefits to emergency services of reducing alcohol-related harm incidents. Those who opposed the proposed reductions argued that they would just lead to alcohol-related harm in the home, make it more inconvenient to purchase alcohol, and wouldn't reduce pre-loading but make it harder to control and monitor.

#### **On-licence trading hours**

Few submitters who supported the proposed trading hours expressed comments in relation to the proposed on-licence trading hours. One submitter argued that by permitting premises to remain open until 3am allowed for social interaction to occur, especially for shift workers.

Many more submitters opposed to the proposed trading hours expressed comments in relation to the proposed on-licence trading hours. In most cases they expressed disappointment that the Council had overturned its earlier proposal to limit on-licence trading until 2am. Alcohol Healthwatch noted that earlier closing was a more effective harm reduction approach than a one-way door restriction, on account of the risks associated with excessive drinking and higher blood alcohol concentrations, especially in the presence of pre-loading. They also cited research from Queensland, Australia, which showed that patrons did come into town earlier when earlier closing hours were introduced. This offers a counterpoint to concerns from some submitters that reducing trading hours would not encourage people to come into town earlier. However, it should be noted that this is overseas research, and its application to Palmerston North cannot be assumed. Alcohol Healthwatch therefore favoured a maximum closing hour of 2am for on-licensed premises, and generally supported the proposed 1am closing for other on-licensed premises.

Other submitters, including the Public Health Unit and NZ Police, similarly favoured the earlier proposal of 2am for late-trading on-licensed premises. Police argued that while pre-loading is an issue, most problems associated with intoxication are experienced at the end of the night, where people have “topped-up” at an on-licensed premises, and therefore restricting the availability of alcohol by closing earlier would limit the opportunity to reach intoxication. Police responded to concerns that the voluntary 2am trial in 2017 saw a drop in patronage, arguing that the effects would be minimal if all venues were subject to that time. Finally, Police noted that they have modified their roster to provide for two Public Safety Teams to be working at one time on Friday and Saturday nights, to address the volume of crime and disorder during this time, and to reduce the risk to officers from drunken violent behaviour. Police submitted that reducing the maximum trading hours by an hour would alleviate the pressure on Police officers. This echoes a similar viewpoint provided by St John’s Ambulance.

Te Hīringa Hauora also favoured the earlier proposal to set maximum trading hours at 2am, suggesting that this was more effective than introducing a one-way door restriction. They also expressed concern that the switch from a zone-based approach to maximum trading hours would widen the scope and permit more venues to trade until 3am than would have been permitted to trade until 2am in earlier versions of the policy. However, this concern is unfounded. Under the previous version of the draft LAP, 106 premises were located in the inner, outer, fringe or local business zones, or the industrial zone, and would have been permitted to trade until 2am. Under the current proposal, only 36 venues would be permitted to trade until 3am (and only 14 have licences to trade until 3am), with all other venues closing even earlier at 1am.

#### *2am voluntary trial*

Questions about the veracity of conclusions drawn from the Police-initiated voluntary 2am closing in 2017 (which was discussed during consultation on the previous draft LAP) were raised once again. Police acknowledged that the trial cannot be relied upon as positive support either way as the trial did not have an evaluation process in place. However, Police did assert that information from the Police Intelligence team indicates a slight reduction in violence during the voluntary trial.

Without revisiting the details of the voluntary 2am closing trial, this information establishes two contradictory views of the outcome of that initiative. On the one hand a number of licensees assert that the trial was ineffective, and may have even led to an increase in alcohol-related harm based on their observations. On the other hand, Police assert (without providing any statistical evidence) that there was a slight reduction in harm. It would therefore be reasonable to mark this information as inconclusive at best.

### Options

There are three key options for Council to consider in relation to the maximum trading hours for on-licensed premises:

- Option one - national default maximum trading hours. This option would not set any maximum trading hours for Palmerston North, and the default national maximum trading hours would apply (8am – 4am)
- Option two – set maximum trading hours for hotels, taverns and class 1 restaurants at 3am, with maximum trading hours for all other premises at 1am.
- Option three – set maximum trading hours for hotels, taverns and class 1 restaurants at 2am, with maximum trading hours for all other premises at 12am or 1am.

In practice there are many variations on these three options. For instance, the approach used in the previous draft LAP could be adopted, with maximum trading hours set by reference to District Plan zones instead of by reference to business type. Or the specific hours proposed could be changed; for instance, option 3 could set the maximum trading hours for all other premises at 1am. These options represent proposals for which the Council has already consulted, and for which a decision is possible without further consultation. Significant variations or different proposals are likely to require further consultation with the community.

### Recommendation

#### **Option one**

Option one is not recommended. This is already the current legal position; without a Local Alcohol Policy the default national maximum trading hours apply. While no applicant in Palmerston North has been granted a licence to trade until 4am, if Council were to proceed with option one then some applicants may take that as a signal that 4am trading is permitted or encouraged.

#### **Options two and three**

While officers make no recommendation regarding options two and three, a comparison of the options can be summarised below. If the Committee favours simplicity and a more restrictive approach, emphasising the need to reduce overall alcohol availability to reduce alcohol-related harm, then option three is most likely to be effective. An overall reduction in hours is achieved by setting the maximum hours to 2am for hotels, taverns and class 1 restaurants, with all other venues limited to 12am (with a possible exception for function centres to remain open until 1am). If the Committee favours a compromise position, then option two may be appropriate. It is not as restrictive as option three but places some control by way of the one-way door restriction.

Both options are viable, but represent different approaches to the same issue, achieved in different ways with different impacts. The issue, as framed in the first draft LAP, was to address alcohol-related harm by targeting pre-loading and overall alcohol availability. Several submitters identified research which shows that reducing trading hours is an effective way of reducing alcohol-related harm. However, views differ on what is the most appropriate setting for Palmerston North.

Either option two or three can be decided without requirement for further consultation, as the nature of both options has been proposed through different consultation exercises.

### Option two

Option two retains a *de facto* status quo for some premises, by permitting hotels, taverns and class 1 restaurants to remain trading until 3am. However, the vast majority of on-licensed premises would be required to close earlier, at 1am. As presented in the current draft LAP, this approach is paired with a one-way door restriction from 2am, limiting the admission of new patrons for the final hour of trading for hotels, taverns and class 1 restaurants. Notwithstanding concerns from some submitters about the costs or complexities of enforcing a one-way door restriction, this represents something of a compromise approach compared to the previous draft LAP, if taken in conjunction with a one-way door restriction from 2am. Alcohol-related harm is addressed by limiting overall availability of alcohol, restricting most premises to 1am trading. For premises trading later than 2am, they would not be allowed to admit new patrons. This is expected to have a similar effect to the earlier proposal, encouraging those who choose to drink in on-licensed premises to come into town earlier, and potentially drink less at home. Over a medium to long term, as the changes become embedded, the impact of pre-loading is expected to reduce.

### Option three

Option three is a simpler approach overall, setting the maximum trading hours at 2am for hotels, taverns and class 1 restaurants. This is similar to the previous draft LAP, however it is based on business type rather than District Plan zone. For other business types the maximum trading hours could be set at either 12am or 1am. In the previous draft LAP the hours for premises not located in the business or industrial zone were set at 12am. However, there was opposition from function centres on that proposal, suggesting that function centres should be permitted to trade until 1am. If option three is selected by the Committee, then a further decision would be required whether all other premises should be restricted to 12am or 1am trading, or whether a hybrid approach is adopted – for instance, permitting function centres to remain open until 1am, while all other venues would close at 12am.

### Comparison of impacts of options two and three

Assessing the relative impact of options two and three is not straightforward. Option two, by permitting hotels, taverns and class 1 restaurants to open until 3am (while operating a one-way door restriction from 2am), appears to be less restrictive on the surface. However, many more venues would be required to close at 1am. Contrary to the views expressed by Te Hīringa Hauora in their submission, only 36 current venues would be permitted to trade until 3am, whereas the earlier proposal would have permitted 106 venues to trade at the latest hour (2am). It is arguable whether this is less restrictive, if fewer premises are able to trade until the latest available hour. It is further complicated by the hours actually traded by premises, which often are shorter than the hours permitted on the licence. Currently, only 15 premises are licensed to trade until 3am.

Option three is more restrictive overall, with no venues permitted to trade beyond 2am. If venues other than hotels, taverns and class 1 restaurants are required to close at 12am, that would represent the most restrictive approach proposed by Council, with all but two of 73 premises required to close no more than an hour earlier than currently. This would be closest to the previous draft LAP's approach, with most premises losing no more than one hour of trading. If an exception was made for function centres to continue trading until 1am, then one existing venue would lose 30 mins of trading compared to their current licence, while one other would lose two hours.

## Off-licence trading hours

### Opening hours

Only one submitter (Alcohol Healthwatch) addressed the question of when off-licensed premises should be permitted to open, recommending off-licensed premises not be permitted to open before 10am. The submitter observed that restricting the earliest opening hour to 10am would minimise harm by reducing the exposure of alcohol to children on their way from home to school. It would also aid those with alcohol dependence by limiting their accessibility to alcohol.

### Closing hours

Submitters were almost evenly split on whether off-licences should be permitted to trade until 9pm. The Cancer Society favoured the proposed 9pm closing, citing research by Huckle and Parker for the Health Promotion Agency in 2019, which concluded that “as two thirds of drinkers purchasing later from on/off-licensed premises drank at levels placing that at risk of harm, further restrictions to closing times is in line with the aim of the Sale and Supply of Alcohol Act 2012, to minimise the harm from alcohol.” Te Hīringa Hauora/Health Promotion Agency cited further research that limiting off-licence trading hours after 9pm may reduce harm. They also noted that many councils that have limited off-licence trading hours restricted trading to either 9pm or 10pm.

Alcohol Healthwatch pointed to international research that demonstrated significant reductions in alcohol-related hospital admissions (particularly among adolescents and young adults) when off-licence hours are restricted. In the New Zealand context, they referred to research that found the introduction of the default national maximum trading hours in 2013 (which limited off-licence sales to 11pm) was associated with an 11 per cent reduction in assault-related hospitalisations, and a reduction in the number of night-time assaults coming to Police attention. The inference drawn is that further restrictions on off-licensed premises trading hours would bring further reductions in harm. Alcohol Healthwatch also addressed the argument that reducing hours to 9pm is not justified. They cited a decision by the Alcohol Regulatory and Licensing Authority (ARLA) in the matter of Dunedin’s Provisional Local Alcohol Policy, where they stated “a respondent is entitled to trial a local control where it considers that control will respond to a local problem.”

A similar number of submitters were opposed to the proposed 9pm closing hours for off-licensed premises. One submitter suggested it should be shorter (8pm), but most argued that 9pm was too early. One submitter feared that restricting trading hours would encourage people to bulk buy alcohol, while another suggested that it was inappropriate to propose such restrictions during the Covid pandemic, suggesting the Council was mistrustful of its own citizens or implying prohibition.

The strongest opposition came from GDL (General Distributors Ltd, representing Countdown supermarkets) and Foodstuffs North Island Ltd (Foodstuffs), representing Four Square, New World and Pak ‘N’ Save supermarket brands, along with Gilmours Central. Between these two submitters they account for 14 off-licensed premises (all trading as supermarkets rather than as bottle stores or wholesalers) or more than one third of all off-licensed premises in Palmerston North.

GDL stated they were not opposed to the previous proposal of 10pm closing for off-licences, but considered the Council had not provided sufficient evidence to support restricting trading to 9pm. They referred to decisions made by the High Court that, even where there is admitted alcohol-related harm in an area, evidence is necessary to demonstrate that different hours would minimise alcohol-related harm in order for an element reducing trading hours to be reasonable. GDL also referred to comments by the High Court in respect of the Auckland Provisional LAP (which proposed

to reduce off-licensed trading hours to 9pm). Among the comments highlighted by the submitter were that evidence had not been provided differentiating the harm caused by supermarkets compared to bottle stores; supermarkets and grocery stores are not self-evidently associated with displays of excessive alcohol consumption or harm; and evidence linking alcohol related criminal offending with off-licence trading hours was non-existent or weak. GDL then quoted data from the PNCC Research Report showing that only 35% of people who pre-load purchased alcohol from a supermarket, whilst 80% report that they start drinking prior to 9pm, implying they have already purchased their alcohol before the proposed closing time. On that basis, GDL suggests the Research Report does not support a further reduction in the maximum trading hours of supermarkets. Coupled with observations that supermarkets sell lower-strength alcohol than bottle stores, and noting that people who preload are more likely to purchase alcohol from a liquor store, GDL were opposed to reducing trading hours to 9pm.

Foodstuffs argued in favour of retaining the status quo, permitting off-licensed premises to sell alcohol from 7am to 11pm. They noted that most of their ten stores had licences longer than their current trading hours, and that this allowed for flexibility of trading hours and to accommodate customers who may queue to purchase alcohol around closing time. Foodstuffs also pointed to research cited in the PNCC Research Report as showing that total sales from all off-licensed premises in Palmerston North between 8pm and 11pm are lower than the national average. Taken together with a High Court decision that Foodstuffs claimed confirmed the default maximum trading hours are reasonable on a national level, they argued there was no case to support a reduction of hours from the default maximum hours. However, this mischaracterises what the Research Report was presenting. While the nominal data for Palmerston North is lower than the national data (16% purchasing alcohol between 8pm and 10pm in Palmerston North, compared with 20% nationally, and 2% between 10pm and 11pm in Palmerston North, compared with 3% nationally), this does not suggest no alcohol-related harm exists in relation to alcohol purchased from an off-licensed premises later at night. Neither does it follow that a reduction in trading hours for off-licensed premises will not achieve a reduction in alcohol-related harm, simply because a smaller than the national average percentage of purchases occur during that time.

Foodstuffs also articulated similar arguments made by GDL, such as differentiating between the harm caused by differing types of premises. Foodstuffs again referred to comments made by the High Court in relation to the Auckland Provisional LAP, which stated that in that case the quality of evidence before it relevant to linking alcohol-related harm with off-licence trading hours was sparse and failed to distinguish between different types of off-licences.

Finally, Foodstuffs observed that while they have no stores operating beyond 10pm in Palmerston North, their longer licensed hours provide flexibility to adjust trading hours in response to season or demand. The proposed 9pm restriction would require many of their stores to rope off the alcohol area, and customers who picked up alcohol before the area was roped off would be inconvenienced if they couldn't purchase their alcohol at the checkout, and could cause staff to be subjected to significant negative feedback.

### Options

There are three key options for Council to consider in relation to the maximum trading hours for off-licensed premises:

- Option one – no change to the maximum trading hours. The default national maximum trading hours currently apply, with off-licensed premises able to trade between 7am and 11pm.
- Option two – set the maximum trading hours for off-licensed premises at 7am to 10pm
- Option three – set the maximum trading hours for off-licensed premises at 7am to 9pm

As with on-licensed premises, there are variations within these options. For instance, it is possible to set shorter hours for bottle stores than for supermarkets. None of the draft LAP versions have consulted on such a variation. If the Committee wanted to set trading hours differently for different types of off-licensed premises, then further consultation would be required. Officers have not recommended this approach, and several submitters have expressed support for the LAP's straightforward approach with maximum trading hours applying to all off-licences regardless of business type.

#### Recommendation

##### **Option one – no change to maximum trading hours**

Option one is not recommended. It would continue the status quo and leave trading hours for off-licensed premises unchanged. While most existing off-licensed premises are not licensed to trade as late as 11pm, they (or any future applicant) would be able to apply for a licence for the maximum permitted hours.

##### **Options two and three**

Option two is the proposal that was consulted on in the previous draft LAP. Submitters to that proposal believed that setting maximum trading hours at 10pm was not restrictive enough, or that too few premises would be affected for it to be effective. Amongst those who sought a more restrictive approach, the relationship between pre-loading and sales from off-licensed premises was key in their calls for more restrictive trading hours.

Option three – reducing trading hours for all off-licensed premises to 9pm – is what was proposed in the current draft LAP and represents a response to concerns from submitters in the previous consultation that the hours for off-licensed premises were not restrictive enough. While some submitters claim that there is little or no evidence of significant harm being attributed to off-licensed premises to justify restricting trading hours to 9pm, others have argued that a clear harm-reduction relationship exists with trading hours.

**Officers recommend option three, reducing the maximum trading hours for off-licensed premises to 9pm.** Despite both GDL and Foodstuffs arguing that the evidence is not compelling to support a significant reduction in trading hours, contending that decisions made in the High Court in relation to the Auckland Provisional LAP support their position, there are arguments to be made in support of reducing trading hours to 9pm.

Council is entitled to adopt a proposed restriction in reliance on the “precautionary principle.” ARLA has observed in previous decisions on LAPs that “the territorial authority does not need to be sure that a particular element of its PLAP will minimise alcohol-related harm...A precautionary approach can be used to see if it will achieve the statutory object.”<sup>2</sup> However, this does not give Council *carte blanche* to introduce any restriction; in a further case, ARLA observed that a precautionary approach

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<sup>2</sup> Hospitality New Zealand Incorporated v Tasman District Council [2014] NZARLA PH 846, para [54]



can be used “provided there is an evidential basis supporting it.”<sup>3</sup> In this case, there is some evidence to suggest that reducing trading hours does reduce alcohol-related harm. The submission from Alcohol Healthwatch cited international research which concludes that regulating the retail availability of alcohol, including reductions in the hours and days of sale, alcohol use and associated problems decrease.<sup>4</sup> While there is little local evidence that directly supports the proposal to reduce trading hours to 9pm, the established research on the link between availability of alcohol and alcohol-related harm provides a basis for the Council to invoke the precautionary principle. This approach is also supported by the inclusion in the draft LAP of a two-year review period once the policy comes into effect. This allows the impact of the proposed restrictions to be evaluated to ascertain whether they have had the desired effect.

### Club licence trading hours

Four submitters commented on the proposed reduction for club licence trading hours. One was opposed to the proposed 12am closing, and suggested it should be set at 1am, which would still allow time for club staff to visit on-licensed premises afterwards.

The other submitters supported the proposed 12am closing, though Alcohol Healthwatch recommended that Club licences be restricted to opening no earlier than 10am rather than 8am. They noted that club licences pose a risk for alcohol-related harm and should be subject to the same licensing controls and requirements as on-licences for which the primary revenue is not the sale of alcohol, such as restaurants.

### Recommendation

Submitters provided no specific new evidence to suggest that there is a significant problem associated with club licensed premises trading before 10am. Therefore, **officers recommend that no further change be made to this proposal, and that the draft LAP sets the maximum trading hours for club licences at 8am to 12am the following day.**

### Special licence trading hours

Only one submitter, Alcohol Healthwatch, commented on the proposed trading hours for special licences, suggesting that special licences be limited to 3am but giving little evidence or argument in support of this suggestion. The argument that can be inferred from the suggested time is that without a limit on trading hours a special licence can be used to get around the limit on trading hours that would otherwise apply.

Officers have found no evidence that special licences have been used to routinely extend ordinary trading hours. The cost and process (which is set by the Act) act in part as a check against that kind of abuse, but still provide flexibility for genuine exceptions that are being sought, such as for special events.

<sup>3</sup> B & M Entertainment & Anors v Wellington City Council [2015] NZARLA PH-21-28, paras [18] and [80]

<sup>4</sup> Babor T, Caetano R, Casswell S, *et al.* Alcohol: No ordinary commodity: Research and Public Policy. Oxford: Oxford University Press, 2010, p. 773.

### Recommendation

In the absence of any evidence to support a change, **officers recommend that no further change be made to this proposal, and that the draft LAP does not set maximum trading hours for special licences (i.e. 24 hours).**

### Location

The draft LAP did not propose to include any location restrictions, though several possibilities were considered during the development of the policy. For instance, a restriction on new off-licensed premises within close proximity to existing off-licensed premises, or a restriction on bottle stores within high-deprivation areas. These location restrictions were not recommended because there was insufficient evidence of alcohol-related harm in the city being associated with bottle stores in areas with high deprivation, while the compact geography of the City means places in the City are within 5 minutes' drive or 15 minutes' walk of an on- or off-licensed premises.

### Submission analysis

Ten submissions were in support of this part of the proposal, but none made any specific comments that explained why they supported it. Eleven submissions were opposed to Council's proposal, and the remainder had no view on location restrictions.

Among those who were opposed, some expressed support for restricting licensed premises from being located in close proximity to sensitive sites. The extent of the suggested proximity restriction, and the scope of what is included in "sensitive sites" varied, but the overarching concern was similar – licensed premises close to sensitive sites contributed to greater harm. Several submitters repeated the arguments they had made on the earlier version of the draft LAP. These included one submitter suggesting that the policy simply require that the District Licensing Committee "have regard" to the proximity of a new licensed premises to sensitive sites (rather than a fixed distance), while another submitter noted that the majority of draft LAPs contained restrictions on licensed premises around sensitive sites, such as requiring impact reports, consulting neighbours, or stipulating a specific distance of separation ranging from 50m to 500m.

None of these submitters identified any specific evidence of alcohol-related harm in Palmerston North arising from the location of licensed premises. Instead, submitters relied on broader evidence at the national or international level suggesting a correlation between density of licensed premises and areas of high deprivation, and between high deprivation and higher rates of harm.

### Options

1. No change – the draft LAP would not include any location restrictions.
2. Introduce a restriction on licences (for all or some types of licences) within a given distance (e.g. 100m) of sensitive sites (pending a suitable definition)

If the Committee does not support making a policy that does not restrict the location of new licences, then option 2 provides a means by which some location restrictions could be introduced. There are a few caveats to note, however. Firstly, there is still no local evidence that licensed premises are causing alcohol-related harm disproportionate to their location. The evidence cited by submitters in support of location restrictions refers to examples from elsewhere in the country or overseas

Secondly, as with any substantial modification to the proposal originally put out for consultation, such a change would require the Council to re-consult. Many people may wish to express a view on

such a proposal, and to adopt the draft LAP with a location restriction without further consultation would likely expose the Council to legal challenge.

Thirdly, it should be noted that a location restriction such as the one described above would only apply for a new licence application. Existing licences being renewed would not be required to comply with this location restriction. While this ensures no new licenses would be permitted within 100m of sensitive sites, existing venues would not be affected.

#### Recommendation

While the concerns raised by submitters are acknowledged, they have not presented any new local evidence that demonstrates that existing licensed premises are associated with harm because of their location close to sensitive sites. While there may be merit in including a location restriction to guard against future licensed premises, **officers do not recommend that location restrictions are included in the draft LAP at this stage.**

#### One-way door restrictions

While earlier drafts of the LAP did not propose including a one-way door restriction, it was included in the most recent draft LAP as a companion to setting maximum trading hours for hotels, taverns, and class 1 restaurants (with a bar area operated as a tavern) at 3am. The proposal recognised that, while the research report did not identify any particular concerns about alcohol-related harm arising from the sale of alcohol from on-licensed premises, this does not mean that no alcohol-related harm is attributable to on-licensed premises. A one-way door restriction, in conjunction with some on-licensed premises operating until 3am, is expected to minimise alcohol-related harm by limiting the number of people who could reach intoxication towards the end of trading.

#### Submission analysis

Nearly half of submitters (15) expressed support for the proposed one-way door restriction. Eight submitters opposed it, with the remainder expressing no opinion. Those who supported this part of the proposal pointed out that it prevents bar-hopping and gives bouncers/security a clear rule to point to when stopping people trying to enter a bar after 2am. Alcohol Healthwatch expressed conditional support for a one-way door restriction, noting that “an earlier closing hour affords more protection than (sic) a later trading hour with a one-way door restriction. This is because of the risks associated with excessive drinking and higher blood alcohol concentrations at later hours (especially in the presence of consumer’s pre-loading). Earlier closing hours in Australia were found to result in patrons coming into town earlier.” Nevertheless, Alcohol Healthwatch supported a one-way door restriction for the last hour of on-licence trading. Police were also cautiously supportive of the proposed one-way door restriction. They referred to the 2018 Whangārei District Council evaluation of their one-way door policy as “equivocal” and quoted the report which asserted that the qualitative evidence suggests that the overall impacts have been positive. Police described this as making “people feel safer, but the evaluation did not find that they were necessarily safer.” Offering further support for a one-way door restriction, Police also noted that work is already underway to restrict parking in Main Street between 11pm and 3am Friday and Saturday nights. This is expected to ameliorate concerns that people would be able to pre-load outside the bars from cars parked in the street, which could diminish the desired effect of a one-way door restriction to encourage people to go home once they can no longer enter or re-enter bars.

Among submitters opposed to the one-way door restriction, some believed one-way doors were already in place, and should remain voluntary rather than mandatory. One submitter argued that there may be good reasons to leave a venue, such as to escort a friend safely to a taxi, but under a one-way door restriction they would not be able to re-enter. Te Hīringa Hauora/Health Promotion Agency recommended reducing trading hours over a one-way door policy, “as there is little evidence to suggest that one-way door policies are likely to reduce levels of alcohol-related harm.”

The strongest opposition came from Hospitality NZ, which made several arguments against one-way door restrictions. Firstly, they pointed to several overseas examples where one-way door restrictions had been trialled (Melbourne, Brisbane) and cited reports that concluded that those trials were found to be either ineffective in reducing alcohol-related harm or correlated with an increase in harm. They also noted the Whangarei trial of a one-way door restriction (which NZ Police also cited) concluded a statistically-significant increase in anti-social behaviour (though they accepted that recently introduced CitySafe patrols could have resulted in an increase in observations of such behaviour). Secondly, Hospitality NZ asserted that one-way door restrictions would require additional staffing to deal with a rise in tension, with people trying to get into bars after the nominated time, or from people staying in the bar as long as possible. Hospitality NZ also surmised that people would move to drink in public places, move to where there are no restrictions, or drink at home. The evidence cited to support these assertions was the experience of Christchurch following the 2011 earthquakes where central city bars and nightclubs were shutdown and unable to operate. Thirdly, they referenced their own anecdotal experience that suggested one-way door restrictions were responsible for separating groups of friends at night, with consequences for vulnerable individuals. Additionally, they asserted that a 2am one-way door restriction would create more disorder in public places when intoxicated people were turned away from bars after queuing, and that where large conferences or events are held in the city, a 2am one-way door restriction would create “disaster” for public transport (i.e. taxis) to get people into bars before they are closed to new patrons, leading to more aggression and alcohol-related violence.

#### Options

1. No change – the proposed one-way door restriction from 2am would be retained.
2. Amend the operation of the one-way door restriction to apply from 2.30am.
3. Remove the requirement for a one-way door restriction altogether.

A one-way door restriction, while presented here as a distinct option, operates in conjunction with other aspects of the policy, primarily trading hours. It also only applies to on-licensed premises. The one-way door restriction that was initially proposed was to apply only to taverns, hotels and class 1 restaurants open until 3am – a total of 14 premises according to the 2019 data that the draft LAP was based on. This makes the impact of the proposed one-way door restriction very targeted and specific.

The arguments presented by submitters in opposition draw attention to the inconclusive evidence of the efficacy of one-way door restrictions elsewhere. While that is acknowledged, it should also be acknowledged that one-way doors can prove to be useful, with some premises in Palmerston North voluntarily adopting one-way door restrictions where they believe them to be effective. This would suggest that the key to the argument is not that one-way door restrictions are not effective – but rather they are not necessary all the time, and that being required to implement them mandatorily will create difficulty or impose business costs for those premises, without bringing a corresponding benefit. Framed in this way, it highlights the dichotomy of voluntary versus mandatory restrictions. Businesses will generally favour voluntary restrictions because it gives them the greatest flexibility to

respond in the best interests of their business. However, the purpose of a one-way door restriction, taken as part of a broader licensing policy, is to reduce alcohol-related harm; the impact on business, including financial impacts, cannot be the primary concern. Other concerns raised by submitters such as Hospitality NZ – for instance, the prospect of increased tensions or aggression from intoxicated patrons who are frustrated by the imposition of a one-way door restriction – are not compelling. It is hard to accept that these frustrations only exist when a one-way door restriction is mandatorily imposed, but not when voluntarily imposed; they either exist or do not exist.

Many of the other concerns appear to illustrate a fear of the unknown, or adjustment to a new “normal.” Examples provided, such as groups of friends being separated because of the one-way door restriction, or exposing vulnerable people who are unable to be escorted out of the premises, are indicative of situations where people are unfamiliar with how the rules work. This is more likely to occur where one-way door restrictions are implemented unevenly or erratically; where they become the de facto approach, there is likely to be fewer such situations as people adjust to a new approach. A similar argument can be made for concerns about a lack of public transport (primarily taxis) and difficulties with people getting to venues on time. While limited numbers of taxis are likely driven by market forces, and shortages at peak times on Friday and Saturday nights are undoubtedly common, these shortages and demands will likely exist regardless of whether a one-way door restriction is imposed. There may be some compression of demand as people leave venues that close earlier (for instance 1am) to enter other venues by 2am. However, it is not clear that this compression of demand will always be manifest, or that the compression of demand will lead to harm. Concerns raised by submitters in their oral submissions appear to be based on proxies for a one-way door restriction – the voluntary 2am closing trial in 2017, or the closing of bars in Christchurch following the 2011 earthquakes – and are not necessarily comparable to a regular, mandated one-way door restriction.

It is acknowledged that a one-way door restriction alone is unlikely to be effective. However, it would not operate separately from other aspects of the policy. Te Hiringa Hauora favoured reducing trading hours over the introduction of a one-way door restriction, arguing that reducing trading hours was a more effective harm-reduction approach. Perhaps the most effective approach would be a combination of the two, reducing the maximum trading hours for on-licences and also imposing a one-way door restriction. Officers have not recommended this approach because it appears to be a severe restriction disproportionate to the evidence of alcohol-related harm associated with on-licensed premises. As a result, officers initially recommended a reduction in trading hours, followed by an alternative approach in the form of a one-way door restriction.

These points lead to three options for the Committee to consider. Option one would be to continue with the proposal and impose a one-way door restriction on all hotels, taverns and class 1 restaurants that operate until 3am, applying from 2am. Option two would be to amend the timing of a one-way door restriction (for instance, 2.30am). This would address some of the concerns raised by submitters, such as the compression of demand for taxis to bars from venues that close earlier, at the expense of the effectiveness of the one-way door restriction. Option three would be to remove the one-way door restriction altogether. In this situation, officers would recommend that the Committee consider whether to reduce trading hours for on-licensed premises (for instance, to 2am), as suggested by Te Hiringa Hauora.

A further option, not listed above, is to make a one-way door restriction a discretionary condition for venues that operate past 2am. This option is discussed in the Discretionary Conditions section of this report.

### Recommendation

A recommendation on one-way door restrictions is almost intrinsically linked to a recommendation on maximum trading hours. As there is no clear recommendation to make on maximum trading hours, officers are unable to make a clear recommendation about a one-way door restriction. However, **if the Committee does not propose to reduce the maximum trading hours for on-licences to 2am, then it would be recommended to include a one-way door restriction for hotels, taverns and class 1 restaurants that operate past 2am.**

The justification for a one-way door restriction is that it mitigates the risk of permitting on-licensed premises to continue trading until 3am. It does not address alcohol-related harm in isolation - it contributes to an adjustment of licensing and purchasing behaviours by restricting people from entering on-licensed premises after 2am. Taken as part of a broader policy package and seen as the first step of a longer-term policy approach, it is intended to reduce the impact of alcohol-related harm caused by people drinking in on-licensed premises beyond 2am.

### Discretionary conditions

The draft LAP did not include any discretionary conditions. Any conditions that the LAP might include are applied only at the discretion of the District Licensing Committee, but the absence of conditions does not prevent the DLC from applying any reasonable condition it believes is necessary to impose on the licence applicant. Therefore, officers advised that including discretionary conditions in the draft LAP offered no additional benefits.

### Submission analysis

More than half of submitters made no comment about the absence of discretionary conditions in the draft LAP. Nine submitters supported the absence of discretionary conditions but offered little comment in support, other than one submitter noting that it was a pragmatic approach in light of the limitations of discretionary conditions.

Seven submitters opposed Council's proposal to not include discretionary conditions. Some suggested that discretionary conditions could enable the Council to respond and adapt to unexpected circumstances or take a case by case approach. However, these arguments appear to misunderstand how discretionary conditions are applied. The Council cannot directly require any conditions to be applied to any licence, as the decision is made by the District Licensing Committee (DLC), which is an independent decision-making body. Furthermore, regardless of whether any particular condition is included in the draft LAP, the DLC is empowered to impose any reasonable condition when it issues a licence. Additionally, any of the three statutory parties required to report on applications (licensing inspector, Medical Officer of Health, and NZ Police) can recommend the inclusion of specific conditions as part of their report on the application.

Submitters suggested a number of specific discretionary conditions:

- Restricting the amount of alcohol advertising visible within 500m from schools and early childhood facilities.
- Restricting the sale of single alcoholic beverages (single sales)
- Setting minimum pricing for ready-to-drink alcoholic beverages (RTDs)
- Prohibiting the sales of RTDs above a specified alcohol-by-volume (ABV) or size
- Limiting external advertising on the front work to a specified percentage coverage



- No external advertising of alcohol products or brands outside the premises other than the trading name of the premises
- No floor displays inside the premises.
- Special licences should not exceed time limits for on-licensed premises.
- Special licence applications for large scale events should complete an Alcohol Risk Management Plan.
- Prohibiting supermarkets from undercutting prices at wholesale liquor stores or bottle stores.

#### Options

1. No change – do not include discretionary conditions in the draft LAP.
2. Include discretionary conditions in the draft LAP.

The advice from officers remains unchanged regarding discretionary conditions. By their very nature a discretionary condition is not mandatory, and the DLC is entitled to exercise its discretion in choosing which, if any, conditions to apply to a licence. It is also not bound by the list of discretionary conditions that may be included in the LAP. The DLC is free to apply any of the conditions listed here (or others it may identify) to any licence application, regardless of whether they are included in the LAP.

The Committee could choose to submit this list of suggested conditions (together with any other conditions it believes are appropriate) to the DLC, separate from the LAP. The DLC is then free to consider that suggestion, and act as it thinks best.

If the Committee does want to include a one-way door restriction but not make it mandatory, it could be included as a discretionary condition. However, as with all discretionary conditions, it would be up to the DLC to decide whether a one-way door restriction was justified in each case.

#### Recommendation

**Officers recommend that no change is made to the draft LAP, and that discretionary conditions are not included in the policy.** While the validity or usefulness of specific conditions is not disputed, there appears to be little benefit to their inclusion in the LAP.

### Other issues raised by submitters

A number of additional comments were made by submitters which fall outside the scope of the draft LAP. The points made by these submitters are summarised here:

#### The harmful effects of alcohol

Some submitters spoke generally about the harm caused by alcohol to individuals, and seeking more dramatic interventions to reduce or even eliminate the sale of alcohol completely. This included raising the alcohol purchase age to 20, preventing alcohol from being sold in supermarkets or other food outlets, or phasing out alcohol sales the way that tobacco has been progressively discouraged. The Portage and Waitakere Licensing Trusts were referenced, where supermarkets in those areas are not permitted to sell alcohol, as an example of a more restrictive approach to alcohol availability.

While the harm caused by alcohol is not disputed, many of the suggestions made by submitters are beyond the ability of Council to implement. Further licensing trusts such as exist in Waitakere cannot be established. Only Parliament has the power to change the alcohol purchase age. Council's power to influence alcohol-related harm is limited, with the draft LAP representing a prescribed scope of licensing-based interventions.

#### The "Cardiff" Model

Nathan Cowie, presenting the submission for Alcohol Healthwatch, referred to the Cardiff Model in the context of a recognised approach to alcohol-related harm reduction. The Cardiff Model is based around three components:

1. Continuous data collection in hospital emergency departments (Eds) on precise violence location, time, weapon and numbers of assailants
2. Information anonymised and shared regularly by hospitals with crime analysts who combine and summarise police and ED data to identify areas and times of violence concentrations.
3. Combined information translated into violence prevention by a Violence Prevention Board.<sup>5</sup>

There may be merit in the Cardiff Model being investigated further by the Police and DHB, possibly through the Safety Advisory Board. As an initiative, it is not within scope for the draft LAP, but it could be an approach adopted by the Safety Advisory Board to develop a data-led response to alcohol-related harm.

#### Monitoring, evaluation and review

The Public Health Services team supported the initial two-year review of the draft LAP once it was adopted and came into effect. Alcohol Healthwatch similarly supported the two-year review, but also advised caution in interpreting monitoring and evaluation data. Changes in reporting practices could indicate a higher number of presentations at ED, while some indicators, especially for alcohol-related chronic diseases, may need a longer lead time before the impacts of changes become apparent. Alcohol Healthwatch also noted that the ongoing effects of the Covid-19 pandemic will affect alcohol use over the coming years, creating challenges for measuring trends in alcohol use and harm.

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<sup>5</sup> <https://www.cardiff.ac.uk/crime-security-research-institute/publications/research-briefings/the-cardiff-model>



Officers have noted the suggestions and they will be taken on board for inclusion in development of the monitoring and evaluation of the plan. This would be developed by officers in advance of the policy coming into effect.

### Social media comments

There were five posts on Facebook throughout the consultation period – three were unpaid and two were paid/promoted. These posts were designed to raise awareness of the key changes being proposed in the draft LAP, and encourage people to make a submission. The two paid posts were aimed at promoting the two drop-in sessions at Ashhurst Library and Central Library.

### Reach and impact of social media posts

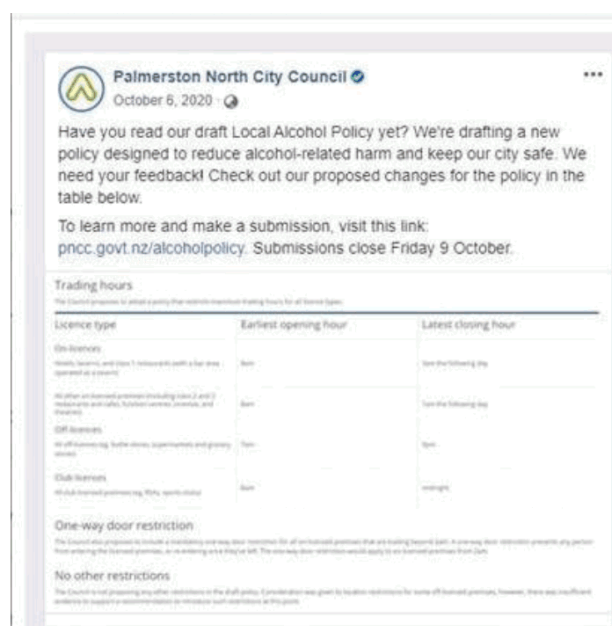
The figures for reach and impact of the social media posts are shown disaggregated because combining these figures implies that a larger group may have been reached, when people could be counted in each post. The first post on 5 September had the greatest impact, with more people reached than the other two posts combined. Data on reach and impact for the paid posts is not available. Screenshots of the different posts are included below the table.


### “Organic” posts


| 2020         | People reached | Reactions | Comments | Shares | Post clicks |
|--------------|----------------|-----------|----------|--------|-------------|
| 5 September  | 8899           | 24        | 3        | 2      | 284         |
| 20 September | 2792           | 12        | 0        | 0      | 53          |
| 6 October    | 4674           | 11        | 5        | 2      | 259         |


### “Paid” posts

| 2020         | People reached | Reactions | Comments | Event responses | Link clicks |
|--------------|----------------|-----------|----------|-----------------|-------------|
| 18 September | 9462           | 23        | 13       | 21              | 381         |
| 18 September | 11144          | 38        | 27       | 28              | 620         |





**Palmerston North City Council** 

September 5, 2020 · 


We're seeking your feedback on our draft Local Alcohol Policy. This follows an earlier consultation, and after hearing submissions, we've updated the draft Policy to reflect the community's views.


There are three significant changes to the earlier draft policy.


1. Trading hours for off-licensed premises (such as bottle stores and supermarkets) to end at 9 pm;
2. Trading hours for on-licensed premises (taverns, hotels and class 1 restaurants to end by 3 am, while other on-licensed premises, including function centres, can trade until 1 am); and
3. A one-way door restriction after 2 am for on-licensed premises


Have we got the draft Policy right? Let us know by making a submission to Council.

You can find out more, including the full draft Policy, the research document and online submission forms at [pncc.govt.nz/alcoholpolicy](https://pncc.govt.nz/alcoholpolicy). Submissions close 9 October.






**Palmerston North City Council** 

Sponsored (demo) · 

We're proposing a Local Alcohol Policy we want your feedback. Read up on this policy at [pncc.govt.nz/alcoholpolicy](https://pncc.govt.nz/alcoholpolicy) and let us know if you think we've got this draft policy right. Have a question? Come to our upcoming drop-in session to speak with the team.

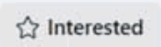



THU, SEP 24, 2020

**Local Alcohol Policy- Drop-in Session (CBD)**

Palmerston North

27 people interested · 4 people going

 Interested

 39

27 Comments

### Comment analysis

The nature of social media engagement means comments are often more informal or general. Most commenters were not supportive of the restrictions proposed in the draft LAP, or were dismissive or critical of Council and the proposals generally. However, it appears that many commenters did not read the full details of the proposal before commenting.

One commenter confused proposed closing hours for clubs with “night clubs”. Other commenters clarified that “nightclubs” in taverns would be permitted to trade until 3am under the proposal, and the original commenter was satisfied with that proposal.

Several commenters suggested that the proposals would hurt the nightlife in the CBD, with negative impacts for related businesses, and exacerbate the “ghost town” effect they observed currently. Some suggested this would lead people to return to rowdy house parties, drinking at home.

Some commenters advocated for things that the Council cannot do, such as removing alcohol from supermarkets or increasing prices. Others called for more strict enforcement in the courts of alcohol-related offences.

The scope and number of comments received during this consultation exercise was smaller than received for the previous consultation exercise in 2019. Nevertheless, the comments broadly align with the views expressed by other submitters.





# PALMERSTON NORTH LOCAL ALCOHOL POLICY 2020

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## Introduction

The Sale and Supply of Alcohol Act 2012 gives local authorities the power to make local alcohol policies. These policies are intended to guide and direct the decisions of the District Licensing Committee on applications for alcohol licences in Palmerston North.

A key feature of these local alcohol policies is the requirement to engage and consult with the community during the development of the policy. This ensures that the views of the community are considered and that the policy reflects the aspirations of the community about how alcohol is sold and consumed in the district.

Section 77 of the Sale and Supply of Alcohol Act 2012 identifies the specific matters that a local alcohol policy can address:

- a) location of licensed premises by reference to broad areas:
- b) location of licensed premises by reference to proximity to premises of a particular kind or kinds:
- c) location of licensed premises by reference to proximity to facilities of a particular kind or kinds:
- d) whether further licences (or licences of a particular kind or kinds) should be issued for premises in the district concerned, or any stated part of the district:
- e) maximum trading hours:
- f) the issue of licences, or licences of a particular kind or kinds, subject to discretionary conditions:
- g) one-way door restrictions.



## Objectives of the Policy

This policy has three key objectives:

### To minimise the harm caused by excessive or inappropriate consumption of alcohol

This objective aligns with the object of the Sale and Supply of Alcohol Act 2012, which is “the harm caused by the excessive or inappropriate consumption of alcohol should be minimised.” In this context, “harm” has a broad meaning that includes:

- a) any crime, damage, death, disease, disorderly behaviour, illness, or injury, directly or indirectly caused, or directly or indirectly contributed to, by the excessive or inappropriate consumption of alcohol; and
- b) any harm to society generally or the community, directly or indirectly caused, or directly or indirectly contributed to, by any crime, damage, death, disease, disorderly behaviour, illness, or injury of a kind described in paragraph (a).

### To provide clear and transparent guidance for licensing decisions

This policy will be used most directly by the District Licensing Committee when making decisions on applications for alcohol licences. Based on the workload of the Committee since its inception in 2013, this role will involve decisions every week on applications for new and renewed alcohol licences. It is important, therefore, that the policy provides clear and unambiguous guidance for the Committee, so that there is no confusion about how it should apply the policy to licensing decisions.

### To reflect the views of the community with regard to the sale and supply of alcohol

A key feature of the local alcohol policy provisions in the Sale and Supply of Alcohol Act 2012 is the requirement to engage and consult with the community. Prior to the new legislation, local authorities could develop licensing policies but there was no formal process around community engagement, and those policies had no official legal standing when it came to making licensing decisions. A local alcohol policy developed under the Sale and Supply of Alcohol Act 2012 must include consultation with the Police, Medical Officer of Health, licensing inspectors, and must include community consultation and engagement. Through this process, the views of the community can be incorporated into an alcohol policy which will directly influence decisions on applications for alcohol licences.



## Strategic alignment

In 2018 the Council adopted a new strategic direction with the vision “small city benefits, big city ambition.” The Council’s Long Term Plan, reviewed every three years, sets out how and when Council will fund the actions identified in its strategies and plans.

The Connected Community Strategy contributes to Goal 3: a connected and safe community. The Safe Community Plan, part of the Connected Community Strategy, identifies a range of new and existing actions to which the Council has committed, to achieve the goal of a connected and safe community. The Council made a commitment to develop a local alcohol policy by the end of 2020/2021. A local alcohol policy is made under the Sale and Supply of Alcohol Act 2012, which has two objectives:

- that the sale, supply and consumption of alcohol should be undertaken safely and responsibly; and
- the harm caused by the excessive or inappropriate consumption of alcohol should be minimised.

These objectives are consistent with Council’s strategic direction for a connected and safe community.

## Policy Guidelines

### 1. On-licences

- 1.1 The Council has identified the following policies for the issuing of on-licences by the District Licensing Committee or the Alcohol Regulatory and Licensing Authority.

#### Hours

- 1.2 The Council has identified maximum trading hours (comprising the earliest opening and latest closing hours) that should apply to the following specific types of on-licensed premises in the Palmerston North City territorial area:

#### Hotels

- 1.2.1 For On-Licensed Premises designated as Hotels, the earliest hour for trading is 8am.
- 1.2.2 For On-Licensed Premises designated as Hotels, the latest hour for trading is 3am on the day following the commencement of trading.

#### Taverns

- 1.2.3 For On-Licensed Premises designated as Taverns, the earliest hour for trading is 8am.
- 1.2.4 For On-Licensed Premises designated as Taverns, the latest hour for trading is 3am on the day following the commencement of trading.

#### Class 1 restaurants with a bar area operated as a tavern

- 1.2.5 For On-Licensed Premises designated as Taverns, the earliest hour for trading is 8am.
- 1.2.6 For On-Licensed Premises designated as Taverns, the latest hour for trading is 3am on the day following the commencement of trading.

#### Other on-licensed premises<sup>1</sup>

- 1.2.7 For all other On-Licensed Premises, the earliest hour for trading is 8am.
- 1.2.8 For all other On-Licensed Premises, the latest hour for trading is 1am on the day following the commencement of trading.

#### Hotel mini-bars

- 1.2.9 The restriction on trading hours for on-licences does not apply to sales of alcohol in hotels via mini-bars (refer to section 46 of the Act).

<sup>1</sup> Including class 2 and 3 restaurants, cinemas, theatres, function centres and other on-licensed premises not separately categorised.

#### Location

- 1.3 Applications for an on-licence are permitted anywhere in the Palmerston North City territorial area, subject to also complying with any restrictions in the Palmerston North District Plan on the location of activities involving the sale of alcohol.

#### One-way door restrictions

- 1.4 For every on-licensed premises in Palmerston North trading after 2am, a one-way door restriction applies from 2am.

#### Discretionary conditions

- 1.5 No discretionary conditions have been identified for on-licensed premises.

## 2. Off-licences

- 2.1 The Council has identified the following policies for the issuing of off-licences by the District Licensing Committee or the Alcohol Regulatory and Licensing Authority.

#### Hours

- 2.2 The Council has identified maximum trading hours (comprising the earliest opening and latest closing hours) that should apply to the following specific types of off-licensed premises in the Palmerston North City territorial area:

#### **All off-licensed premises**

- 2.2.1 For all Off-Licensed Premises the earliest hour for trading is 7am.  
2.2.2 For all Off-Licensed Premises the latest hour for trading is 9pm.

#### Location

- 2.3 Applications for an off-licence are permitted anywhere in the Palmerston North City territorial area, subject to also complying with any restrictions in the Palmerston North District Plan on the location of activities involving the sale of alcohol.

#### Discretionary conditions

- 2.4 No discretionary conditions have been identified for off-licensed premises.

### 3. Club licences

- 3.1 The Council has identified the following policies for the issuing of club licences by the District Licensing Committee or the Alcohol Regulatory and Licensing Authority.

#### Hours

- 3.2 The Council has identified maximum trading hours (comprising the earliest opening and latest closing hours) that should apply to the following specific types of club licensed premises in the Palmerston North City territorial area:

#### **All club licensed premises**

- 3.2.1 For all Club licensed premises the earliest hour for trading is 8am.  
 3.2.2 For all Club licensed premises the latest hour for trading is 12am on the day following the commencement of trading.

#### Location

- 3.3 Applications for club licences are permitted anywhere in the Palmerston North City territorial area, subject to also complying with any restrictions in the Palmerston North District Plan on the location of activities involving the sale of alcohol.

#### Discretionary conditions

- 3.4 No discretionary conditions have been identified for club licensed premises.

### 4. Special licences

- 4.1 The Council has identified the following policies for the issuing of special licences by the District Licensing Committee or the Alcohol Regulatory and Licensing Authority.

#### Hours

- 4.2 The trading hours for a special licence are to be set at the discretion of the District Licensing Committee and can be up to 24 hours a day having regard to the nature and duration of the event.

#### Discretionary conditions

- 4.3 No discretionary conditions have been identified.

## Review

Section 97 of the Act requires that the Council review this policy within six years of it coming into force, and thereafter within six years of the most recent review. In recognition of the newness of this policy, the Council will undertake the first review of this policy two years after it comes into effect.

AUGUST 2020 DRAFT

## Appendix 1 - terms used in this Policy

|               |   |
|---------------|---|
| Act           | Means the Sale and Supply of Alcohol Act 2012.  |
| Bar           | In relation to a hotel or tavern, means a part of the hotel or tavern used principally or exclusively for the sale or consumption of alcohol (refer section 5(1) of the Act).   |
| Bottle store  | Means retail premises where (generally speaking) at least 85% of the annual sale revenue is expected to be earned from the sale of alcohol for consumption somewhere else (refer section 32(1) of the Act).   |
| Café          | Has the same meaning as “restaurant” in terms of any licence.   |
| Club          | Means a body that – <ul style="list-style-type: none"> <li>(a) is a body corporate having as its object (or as one of its objects) participating in or promoting a sport or other recreational activity, otherwise than for gain; or</li> <li>(b) is a body corporate whose object is not (or none of whose objects is) gain; or</li> <li>(c) holds a permanent club charter (refer section 5(1) of the Act).</li> </ul>  |
| Club licence  | Means a licence issued under the Act for the sale and supply of alcohol for consumption on the club premises by authorised customers (refer section 21 of the Act).   |
| Council       | Means the Palmerston North City Council   |
| Exempt person | In relation to licensed premises to whose licence a one-way door restriction applies,— <ul style="list-style-type: none"> <li>(a) means a person who—               <ul style="list-style-type: none"> <li>i. is the licensee; or</li> <li>ii. is the licensee’s spouse, civil union partner, or de facto partner; or</li> <li>iii. is a manager; or</li> <li>iv. is a manager’s spouse, civil union partner, or de facto partner; or</li> <li>v. is a member of the immediate family of the licensee or a manager; or</li> <li>vi. during the hours he or she is employed to work on the premises, and for 60 minutes after those hours have ended, is an employee of the licensee who does not live on the premises; or</li> <li>vii. is an agent of the licensee, or acting under a contract with the licensee or a manager, and has the authority of the licensee or a manager to enter the premises at that time—</li> </ul> </li> </ul> |

|                          |   |
|--------------------------|---|
|                          | <ul style="list-style-type: none"> <li>A. to clean, repair, or restock the premises (or any equipment in them); or</li> <li>B. to check or remove cash; or</li> </ul>   |
|                          | viii. is a person who has the authority of the licensee or a manager to enter the premises to remove equipment (for example, band equipment); or  |
|                          | ix. is an employee of the licensee who lives on the premises; or  |
|                          | x. is a person who— <ul style="list-style-type: none"> <li>A. lives or lodges in the building in which licensed premises are situated; and</li> <li>B. is a tenant, lodger, or employee of the licensee; or</li> </ul>  |
|                          | xi. is a genuine guest of a person who— <ul style="list-style-type: none"> <li>A. is a person of a kind described in subparagraph (x); and</li> <li>B. is on the premises; and</li> </ul>   |
|                          | (b) at any particular time, includes a person who,— <ul style="list-style-type: none"> <li>i. at that time, is authorised by an enactment other than this Act to enter the premises; or</li> <li>ii. enters the premises to deal with an emergency occurring at that time.</li> </ul>   |
| Hotel                    | Means premises used or intended to be used in the course of business principally for providing to the public – <ul style="list-style-type: none"> <li>(a) Lodging and</li> <li>(b) Alcohol, meals, and refreshments for consumption on the premises (refer section 5(1) of the Act).</li> </ul>   |
| Off-licence              | Means a licence issued under the Act for the sale and supply of alcohol from a premises for consumption somewhere else (refer section 17 of the Act).   |
| On-licence               | Means a licence issued under the Act for the sale and supply of alcohol for consumption on the premises (refer section 14 of the Act).  |
| One-way door restriction | Means, in relation to a licence, a requirement that, during the hours stated in the restriction, — <ul style="list-style-type: none"> <li>(a) no person is to be admitted (or re-admitted) into the premises unless he or she is an exempt person; and</li> <li>(b) no person who has been admitted (or re-admitted) into the premises while the restriction applies to the licence is to be sold or supplied with alcohol</li> </ul> |
| Restaurant               | Means premises that – <ul style="list-style-type: none"> <li>(a) Are not a conveyance; and</li> <li>(b) Are used or intended to be used in the course of business principally for supplying meals to the public for eating on the premises (refer section 5(1) of the Act).</li> </ul>  |

|                 |  |
|-----------------|--|
| Special licence | Means a licence issued under the Act for the sale and supply of alcohol for consumption on the premises (for an on-site special licence) or consumption somewhere else (for an off-site special licence) by people attending the event described in the licence (refer section 22 of the Act). |
| Tavern          | Means – <ul style="list-style-type: none"><li>(a) Premises used or intended to be used in the course of business principally for providing alcohol and other refreshments to the public; but</li><li>(b) Does not include an airport bar (refer section 5(1) of the Act).</li></ul>            |



# Palmerston North Local Alcohol Policy 2021

This is a summary of the Palmerston North Local Alcohol Policy. For more detail, please refer to the full document.

## OBJECTIVES:

- To minimise the harm caused by excessive or inappropriate consumption of alcohol
- To provide clear and transparent guidance for licensing decisions
- To reflect the views of the community with regard to the sale and supply of alcohol

## ON-LICENCES

### Hours

The following maximum trading hours apply to all on-licensed premises in the Palmerston North City territorial area:

| Licence Type   | Earliest Opening Hour | Latest Closing Hour   |
|--|-----------------------|-----------------------|
| Hotels   | 8am                   | 3am the following day |
| Taverns  |                       |                       |
| Class 1 Restaurant (with a bar area operated as a tavern)  |                       |                       |
| All other on-licensed premises (including Class 2 and 3 restaurants and cafes, function centres, cinemas and theatres) | 8am                   | 1am the following day |

The restriction on trading hours for on-licences does not apply to sales of alcohol in hotels via mini-bars (refer to section 46 of the Act).

### Location

Applications for an on-licence are permitted anywhere in the Palmerston North City territorial area, subject to also complying with any restrictions in the Palmerston North District Plan on the location of activities involving the sale of alcohol.

### One-way door restrictions

For every on-licensed premises in Palmerston North trading after 2am, a one way door restriction applies from 2am.

### Discretionary conditions

No discretionary conditions have been identified.



## OFF-LICENCES

### Hours

The following maximum trading hours apply to all off-licensed premises in the Palmerston North City territorial area:

| Licence Type   | Earliest Opening Hour | Latest Closing Hour |
|--|-----------------------|---------------------|
| All off-licensed premises (e.g. bottle stores, supermarkets, and grocery stores) | 7am                   | 9pm                 |

### Location

Applications for an off-licence are permitted anywhere in the Palmerston North City territorial area, subject to also complying with any restrictions in the Palmerston North District Plan on the location of activities involving the sale of alcohol.

### Discretionary conditions

No discretionary conditions have been identified.



## SPECIAL LICENCES

### Location

The trading hours for a special licence are to be set at the discretion of the District Licensing Committee, and can be up to 24 hours a day having regard to the nature and duration of the event.

### Discretionary conditions

No discretionary conditions have been identified.



## CLUB LICENCES

### Hours

The following maximum trading hours apply to all club licensed premises in the Palmerston North City territorial area:

| Licence Type               | Earliest Opening Hour | Latest Closing Hour |
|----------------------------|-----------------------|---------------------|
| All club licensed premises | 8am                   | 12am                |

### Location

Applications for club licences are permitted anywhere in the Palmerston North City territorial area, subject to also complying with any restrictions in the Palmerston North District Plan on the location of activities involving the sale of alcohol.

### Discretionary conditions

No discretionary conditions have been identified.



**REVIEW:** The Council will review this policy two years after it comes into effect.



## MEMORANDUM

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Welcoming Communities Advisory Group Plan - Endorsement by Council

**PRESENTED BY:** Joann Ransom, Community Development Manager

**APPROVED BY:** Chris Dyhrberg, Chief Customer Officer

---

### RECOMMENDATION(S) TO COUNCIL

1. That Council endorses the Welcoming Communities Advisory Group Plan 2020-2023, included as Attachment One to the memorandum titled 'Welcoming Communities Advisory Group Plan – Endorsement by Council' presented to the Community Development Committee on 17 March 2021.

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#### 1. ISSUE

- 1.1 Council works in partnership with the community sector through the Welcoming Communities Advisory Group to be an accredited Welcoming Community. To maintain accreditation the Advisory Group must develop and implement a Welcoming Plan to ensure that activities will meet the 'Welcoming Communities Standard'. This document is the Advisory Group's plan and Council's endorsement is sought to assist with retaining accreditation.

#### 2. BACKGROUND

- 2.1 The Welcoming Communities programme was introduced as a pilot by the MBIE in 2017 with ten councils across five regions. Between 2017 and 2019 the pilot was independently evaluated and the programme was expanded to other regions in New Zealand. Up to 30 new councils are expected to join the programme from early 2021.
- 2.3 Key components of the programme include: knowledge sharing and networking through Advisory Groups; designing Welcoming Plans around the outcomes of a 'Standard'; celebrating success and an accreditation framework.
- 2.4 There are four stages of accreditation. Palmerston North gained accreditation as a 'Committed' Welcoming Community in December 2019 (stage 1) and as an 'Established' Welcoming Community in June 2020 (stage 2). The Advisory Group plans to progress to 'Advanced' stage (stage 3) within the next three years.

### 3. DEVELOPMENT OF THE PLAN

- 3.1 The Welcoming Communities Advisory Group Plan 2020-2023 is a key component of the Welcoming Communities programme in Palmerston North. It sets out the priorities and focus areas for the next three years providing a roadmap for achieving accreditation as an Advanced Welcoming Community.
- 3.2 The Plan is structured to align with the national Welcoming Communities Standard which provides a benchmark for what a successful welcoming community looks like and has guided decisions on the activities included in this Welcoming Plan. The Plan also responds to feedback received through the recently completed accreditation as an 'Established' Welcoming Community.
- 3.3 Throughout a series of workshops in early 2020 the Advisory Group identified areas of opportunity where it would like to initiate new activities to improve outcomes, including in employment and business support, and inclusive leadership and welcoming public spaces, where there is the most room for growth.


### 4. NEXT STEPS

- 3.1 The Plan will be implemented by the Welcoming Communities Advisory Group and Welcoming Communities Coordinator as part of BAU within existing budgets. It will also be the foundation document for when the Advisory group next applies for reaccreditation.

### 5. COMPLIANCE AND ADMINISTRATION

|   |   |     |
|---|---|-----|
| Does the Committee have delegated authority to decide?  |   | No  |
| Can this decision only be made through a 10 Year Plan?  |   | No  |
| Does this decision require consultation through the Special Consultative procedure?   |   | No  |
| Is there funding in the current Annual Plan for these actions?  |   | Yes |
| Are the recommendations inconsistent with any of Council's policies or plans?   |   | No  |
| The recommendations contribute to Goal 3: A Connected and Safe Community  |   |     |
| The recommendations contribute to the outcomes of the Connected Community Strategy  |   |     |
| The recommendations contribute to the achievement of action/actions in the Community Support Plan. The action is: Implement the Welcoming Communities initiative. |   |     |
| Contribution to strategic direction and to social, economic, environmental and cultural well-being  | The Welcoming Plan is a critical element of retaining accreditation as a Welcoming Community. Endorsement of the plan by Council demonstrates the partnership of Council with the community in the Welcoming Communities programme. |     |

**ATTACHMENTS**

1. Welcoming Communities Advisory Group Plan 2020-2023 [↓](#) 



**PALMY**™

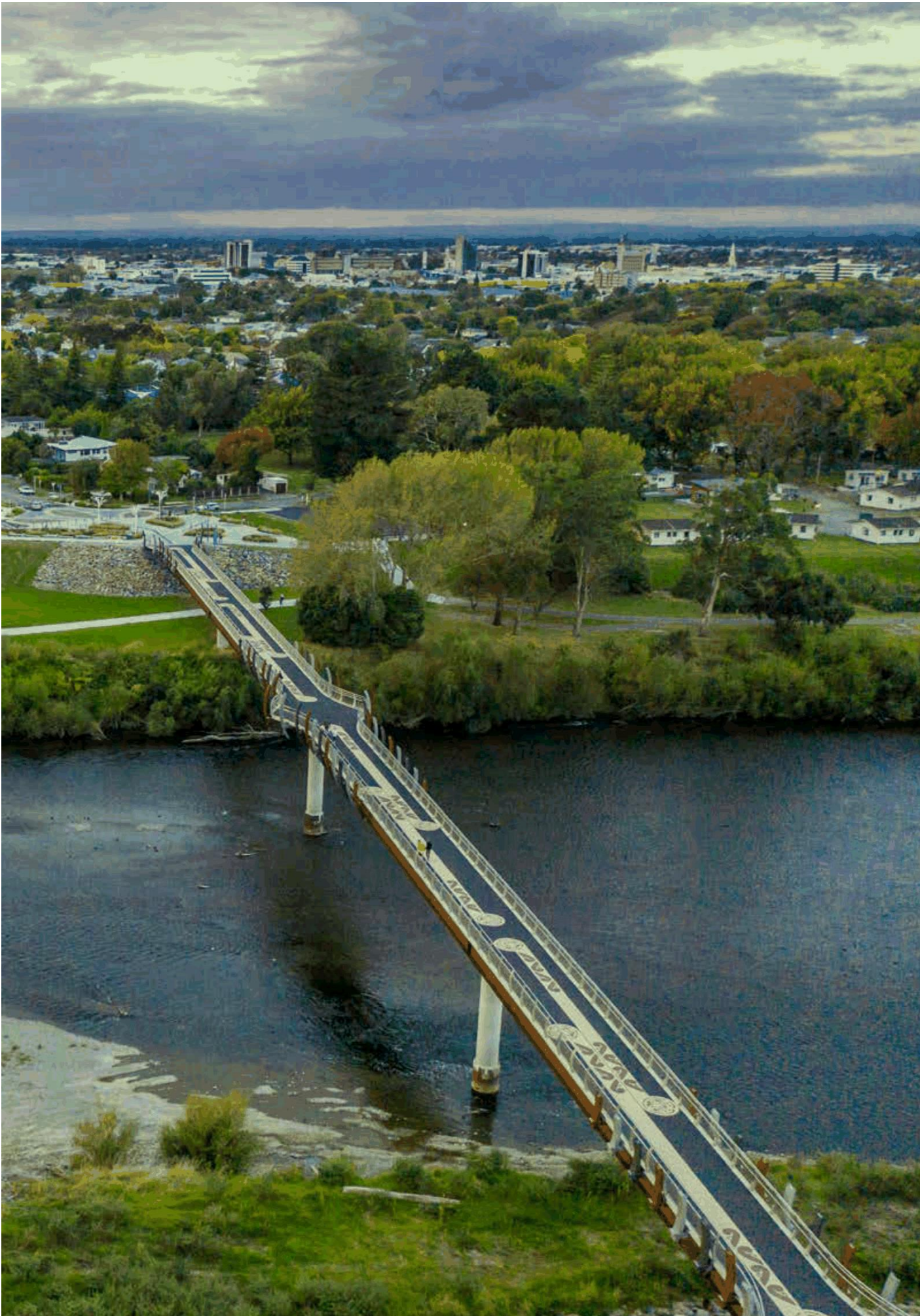
PAPAIOEA  
PALMERSTON  
NORTH  
CITY

# WELCOMING COMMUNITIES ADVISORY GROUP PLAN 2020-2023



**Welcoming  
Communities**  
TE WAHAROA KI NGĀ HAPORI







# Rangitāne o Manawatū are the mana whenua for Palmerston North. They claim descent from the tupuna of the Kurahaupo Waka, which it is estimated, touched the shores of Aotearoa, New Zealand, in about 1200 AD from their homeland in Tawhitinui.

Through migration and settlement, Rangitāne were firmly established when the first Pākehā settlers came to this region in the mid-1800s. These settlers were warmly welcomed by the Rangitāne Iwi.

The sale of the “Te Ahu O Tūranga” Block, which includes Palmerston North was led by Te Hirawanu Kaimokopuna, a Rangitāne Chief of great renown in the local region. It was Te Hirawanu who pointed out to Stewart, the government surveyor, the Papaioea clearing upon which Palmerston North was established.

The Hokowhitu suburb was originally a tribal reserve set aside after the sale of the land upon which the city was built. The ancestors of the Karaitiana, Te Awe Awe, Te Pānau, Mātai, Te Rangi, Te Rangimauiora, Paewai, Wirihana, and Te Rā families were among those who welcomed the new arrivals to the region.

The Clocktower chimes memorialise Kerei Te Pānau, one of the Rangitāne Chiefs and aristocratic men of Rangitāne, who was the first Māori recorded to pay rates to the new Council. To Rangitāne the clock chimes symbolise Kerei Te Pānau calling out to all the people.

Peeti Te Awe Awe, another Rangitāne Chief of great mana, has a statue in Te Marae o Hine – The Square that memorialises the noble sentiments he extended to his Rangitāne people and all who settle in this region: *Kua kaupapa i a au te aroha, Ma koutou e whakaoti – I have laid the foundation of peace and love for you to build on.*

Te Marae o Hine has laid down a kaupapa of peace, love, cooperation and collaboration which sends a message to all about how we meet our challenges and our trials, and that is by working together for the common good of all.

In Te Marae o Hine, there is also a memorial to all those who gave their lives in two world wars, for the freedoms of democracy we enjoy today.

Atop the clocktower on Te Marae o Hine is the Christian symbol of the cross. Christianity has had a huge influence on Rangitāne. Leaders like Hoani Meihana Te Rangiotū, and others, invoked Christian teachings and values to resolve conflict and create solutions that accommodated both the collective aspirations of iwi and the settlers who moved to the region.

# FOREWORD

Tēnā koutou katoa,

Nei rā taku mihi mahana ki koutou i tēnei wā o te tau. Ngā taumahatanga o koutou, o mātou, e noho tonu ana i te whakaaronui o tātou. Tātou ngā maharatanga o rātau ake, tēnā tātou katoa.

As a representative of Rangitāne, I support this plan as representing three core values of Kotahitanga (togetherness), Manaakitanga (hospitality) and whanaungatanga (family).

Rangitāne are committed to ensuring the continued success of this programme by ensuring that all new migrants who choose to call New Zealand, Palmerston North their home, are welcomed in an appropriate manner according to Māori culture, tikanga and in the customary lore of Rangitāne.

I believe that our vision of becoming a Treaty led city speaks to our support of this programme, and I'm excited to see the implementation of new initiatives in the coming months and years, as this programme develops over time.

I would like to acknowledge and thank our partners – the officers of the Palmerston North City Council and the Multicultural Society. We are thankful for your continued efforts and commitment to Rangitāne.

Nō reira, tēnā tātou katoa.

**Mr Christopher Whaiapu**  
Chairman  
Ngāti Hineaute Hapu Authority  
Rangitāne o Manawatū



Kia ora koutou,

As the leader of an ambitious and innovative city, I strongly endorse this plan to foster an inclusive and collaborative approach to growth within our community over the next three years.

The Executive Leadership Team of Palmerston North City Council is proud of the outcomes that have been achieved so far through our participation in the Welcoming Communities programme, and we are committed to making further progress in this area. This commitment can be seen reflected in our strategic direction for the organisation, and across our goals and plans for development in the city.

The events of 2020 have highlighted the importance of strong relationships to support community resilience, and the Welcoming Communities programme is a great tool for our city as we continue to unlock the benefits in economic development and social cohesion that come from fostering a truly inclusive community.

I would like to thank those who have contributed to the development of this document, in particular Rangitāne o Manawatū representatives and the Advisory Group partners, and I am excited to see what more we can achieve together with this plan.

Ngā manaakitanga,

**Heather Shotter**  
Chief Executive,  
Palmerston North City Council



[Mayoral endorsement and Council foreword, pending Council consideration]

**Grant Smith**  
Mayor of Palmerston North



#### Cover image

Glow path between the Fitzherbert and He Ara Kotahi bridges – the design:

For centuries, Rangitāne have freely moved up and down the Manawatū Awa from one kainga to another, including moving to havens of safety at both Kuripaka (Turitea) and Te Motu o Poutoa. Aristocratic Rangatira wore finely weaved cloaks which included taniko border designs known as “Paepaeroa kahu” as statements of their station and mana. Artist Reweti Arapere has abstracted a taniko pattern to cloak the whenua or land alongside the Awa, acknowledging historic journeys between kainga and pā.

#### Inside cover image

The He Ara Kotahi bridge design

The design inspiration for the He Ara Kotahi bridge over the Manawatū River is a karaka tree, with its “roots” on the Massey side of the river and the canopy in Dittmer Reserve, between the Esplanade and Ruha Street. The karaka has strong links to the history of our iwi, Rangitāne. Generations of karaka have lined Karaka Grove at Massey University, providing food and shelter for the people that once lived there. Karaka trees also once covered the southern bank of the Manawatū River on the flat land between Turitea Stream and Fitzherbert Bridge. Early Māori settlers cleared some of the forest to plant kūmara. When the rest of the land was converted to farmland, the first European settler to farm the land protected the remaining trees.





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# ACKNOWLEDGEMENTS

The Palmerston North Welcoming Communities Advisory Group includes representatives from:

- Central Economic Development Agency
- Citizens Advice Bureau
- Department of Internal Affairs
- English Language Partners
- Manawātū Chamber of Commerce
- Manawātū Multicultural Council
- Ministry for Pacific Peoples
- Network of Skilled Migrants Manawātū
- The New Zealand Police
- Palmerston North City Council
- Red Cross
- Volunteer Central

The Advisory Group meets at least bimonthly to guide and coordinate the implementation of the Welcoming Communities programme in Palmerston North.

Our appreciation also goes to the individuals in the community who have contributed to the Welcoming Communities programme, wider stakeholders, and to the staff within Palmerston North City Council who have provided their expertise.





# WELCOMING COMMUNITIES BACKGROUND

The Welcoming Communities initiative brings together local government and communities to make the places we love more welcoming for everyone. The programme was introduced as a pilot by the Ministry of Business, Innovation and Employment (MBIE) in 2017, with ten councils across five regions coming on board to develop and implement the programme together with their communities.

The programme is founded on the principle that communities that make newcomers feel welcome are likely to enjoy better social outcomes and stronger economic growth. In this environment, everyone can participate in the economic, civic, cultural and social life of the community. Nurturing the connections between locals and newcomers means everyone feels included and knows they belong.

Welcoming Communities participants are part of a global network known as Welcoming International; other programmes around the world include Welcoming America in the United States and Australia's Welcoming Cities.

Between 2017 and 2019 New Zealand's Welcoming Communities pilot was independently evaluated and, based on the success of the programme, the Government has approved the expansion of the programme to other regions in New Zealand. Up to 30 new councils are expected to join the original ten councils in the programme from early 2021.

## KEY COMPONENTS OF THE PROGRAMME INCLUDE:

### KNOWLEDGE SHARING AND NETWORKING

Participating local councils and communities learn from each other and share resources.

### THE WELCOMING COMMUNITIES STANDARD

Welcoming Communities Standard for New Zealand ('the Standard') provides a benchmark for practices and services in welcoming newcomers. It was developed by Immigration New Zealand in collaboration with experts, councils and the community in 2017. Participants in the programme develop and implement their own local Welcoming Plans around the outcomes included in the Standard.

### CELEBRATING SUCCESS

The programme is intentional in shining a light on activities that are successful in achieving the programme outcomes on an online platform run by Immigration New Zealand.

### ACCREDITATION FRAMEWORK

Accreditation builds a competitive advantage to attract, support and retain newcomers by:

- showing that a council values and welcomes newcomers
- providing a way to assess progress and to improve welcoming practices
- celebrating success and sharing pride in positive outcomes for the community
- showing that a council and community is part of an international welcoming network
- showcasing welcoming activities on the national and international stage
- providing councils with access to support, resources, knowledge sharing and networking in New Zealand and overseas.



There are four stages of accreditation, each with increasing levels of requirement and benefits:

- Stage 1 — a Committed Welcoming Community
- Stage 2 — an Established Welcoming Community
- Stage 3 — an Advanced Welcoming Community
- Stage 4 — an Excelling Welcoming Community.

At Stage 1 a council must commit to participating in the Welcoming Communities programme and complete an application. For Stages 2 to 4 a council, working with its community, completes an application and a self-assessment workbook. The Welcoming Communities External Accreditation Assessment Panel prepares a detailed report on each application.

**Palmerston North gained accreditation as a Committed Welcoming Community in December 2019, then applied for and successfully achieved accreditation as an Established Welcoming Community in June 2020. We plan to progress to Advanced status within the next three years.**



## THE LOCAL CONTEXT

Partnership with mana whenua is a fundamental principle of the Welcoming Communities approach. In Palmerston North, Rangitāne o Manawatū have an important role in the programme, providing guidance, leadership and innovation in our welcoming activities. This relationship is underpinned by an acknowledgement of Rangitāne as the original ‘welcomers’ of this whenua on which Palmerston North now exists, and the central importance of weaving te ao Māori into our welcoming and inclusion work, in particular manaakitanga, or extending hospitality and caring for others, and whanaungatanga, or the importance of strong relationships and connection.

Palmerston North is one of the most culturally diverse regional cities in New Zealand and the ethnic mix of our city continues to grow. At the most recent census in 2018, our population of 84,600 people was comprised of over 150 identified ethnicities and 127 languages spoken. Pākehā people make up approximately 76% of the city’s population, followed by Māori at around 19%, 12% who identify as Asian, and approximately 5.3% Pasifika; the latter two groups are projected to increase in number significantly over the next ten years.

Since 2004, when the city became a resettlement location, Palmerston North has also become home to several groups of former refugees from around the world, including families from the Democratic Republic of Congo, Myanmar, Bhutan and Syria. In the period 2010-2020 (to July) Palmerston North has resettled 1,186 refugees through the quota programme. The main nationalities we have resettled in the last five years include people from Myanmar, Afghanistan and Palestine.

Palmerston North also has a uniquely diverse community due to our prominent defence workforce, and large numbers of tertiary students. The city has a significant education sector offering tertiary opportunities for national and international students, with internationally renowned tertiary education providers, including Massey University, IPU New Zealand, the Universal College of Learning, Te Wānanga o Aotearoa and English Teaching College.

Other migrants to the city include new workers and their families who come from all over the globe to provide specialist skills and expertise to strengthen our healthcare, agriculture, research and logistics sectors, amongst others.

Throughout 2020, the COVID-19 pandemic has disproportionately impacted many migrants, former refugees and international students. Most have close family and friends in harder hit countries overseas, some families were (and remain) separated due to border restrictions, former refugee resettlement programmes have been put on hold, and international students have been stuck in limbo, not being able to easily return home or return back to the city for study. In addition to this, some members of these communities are in less stable employment and financial circumstances, and access to health information is often made more challenging by language or technology barriers. During our local response for the national Level 4 and 3 lockdowns in early 2020, we were able to draw on the strength of our Welcoming Communities network and our familiarity with applied inclusivity to support all parts of our community. Post-response, we know that migrants, former refugees and international students are still facing particular challenges, with borders remaining closed and worries about those overseas, and it is important that we continue to support and consider these circumstances in our work.

## EXECUTIVE SUMMARY

**Under Welcoming Communities, individual councils and groups of councils participating in the programme take a leadership role in encouraging their communities to be intentionally inclusive and welcoming of new residents, and in doing so support their region's growth.**

This Welcoming Communities Advisory Group Plan 2020-2023 (the Welcoming Plan) is a key component of the Welcoming Communities programme in Palmerston North. It has been developed by the Palmerston North Welcoming Communities Advisory Group (the Advisory Group) and sets out the priorities and focus areas for the next three years, providing a roadmap for achieving accreditation as an Advanced Welcoming Community.

For the purpose of this document, and the wider programme, 'newcomers' are defined as recent migrants, former refugees and international students. However, we acknowledge and anticipate that activities under this programme will also benefit those relocating from elsewhere in New Zealand.

This document is structured to align with the national Welcoming Communities Standard (the Standard), a framework with eight outcome areas: Inclusive Leadership; Welcoming Communications; Equitable Access; Connected & Inclusive Communities; Economic Development, Business and Employment; Civic Engagement & Participation; Welcoming Public Spaces; Culture & Identity. The Standard provides a benchmark for what a successful welcoming community looks like and has guided decisions on the activities included in this Welcoming Plan.

Decisions were also based on the results of our recent accreditation application, in which we successfully gained Established Welcoming Community status. The accreditation report from the MBIE-led panel provided feedback on our achievements in the programme to date and suggested areas of focus to help us progress towards the next stage of accreditation.

Many of the actions in this plan therefore seek to embed activities and events successfully initiated under our first Welcoming Plan, with more robust evaluation and monitoring. Examples include the City Welcome sessions and Welcome Packs, large public cultural events and civic engagement resources.

Throughout a series of workshops in early 2020 the Advisory Group also identified several areas of opportunity where it would like to initiate new activities to improve outcomes, including in employment and business support, and inclusive leadership and welcoming public spaces, where there is the most room for growth.

Accordingly, under each of the eight outcome areas is a list of actions to be undertaken over the next three years, divided into two sections: 'Existing work to continue' and 'New activities and initiatives'.

The Advisory Group also acknowledges that the sub-outcomes in the Standard vary in terms of who has primary responsibility for delivery. For example, some sub-outcomes are outside of the influence of the Advisory Group and sit with Council to deliver, whereas some are primarily with partners or community to deliver, and others require a joint effort. Council-specific sub-outcomes are not included in the Welcoming Plan below so should be covered elsewhere in Council documentation. Therefore, in addition to the Advisory Group action plan below, we have created a table at Appendix 1 which categorises each sub-outcome by responsibility for delivery and indicates how each of the sub-outcomes align with Council's 10 Year Plan.

# INCLUSIVE LEADERSHIP



Framework from the Welcoming Communities Standard:

**Overarching outcome: Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.**

- 1.1 As the indigenous peoples of New Zealand, Māori – represented by tangata whenua, mana whenua, iwi and hapū and/or other hāpori Māori – have a prominent role in Welcoming Plan activities.
- 1.2 Leaders – both designated and unofficial – reflect the diversity in the local community, as does the council workforce.
- 1.3 Leaders model the principle of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.
- 1.4 There are clear roles, responsibilities and ownership within council and in the wider community for the Welcoming Communities programme.
- 1.5 Council internal and external policies, services, programmes and activities recognise and address cultural diversity.
- 1.6 A range of leadership opportunities in the council and the wider community are available to and taken up by newcomers.

## WHERE WE ARE NOW

Palmerston North has made a clear commitment to the Welcoming Communities programme, with defined roles and ownership within Council and in the wider community. Our city leaders have a good understanding of the various benefits of inclusivity for our city, and regularly model acceptance and openness, and celebrate our multiculturalism. While we do have diverse representation and mandate to work from a perspective of inclusivity, we do not assume we currently represent or advocate for all cultures and worldviews.

Palmerston North City Council has increasingly demonstrated its commitment to growing partnership with mana whenua over recent years. The representation and participation of mana whenua on the council's key committees is recognition of the strength of the relationship. The Welcoming Communities programme gained early support from mana whenua and this partnership continues to grow with a particular strength found in the relationship with Te Ahi Kaea, a Rangitāne rangatahi based group who have co-hosted the City Welcome Sessions and Mayoral Welcomes for International Students since early 2019.

Many of Council's strategies and plans recognise and address cultural diversity and make commitments to inclusivity. There is progress to be made in realising these commitments, in terms of their implementation into organisational processes and culture.

There are numerous leadership opportunities available to newcomers in the wider community, though these tend to be within cultural or religious groups or newcomer-specific groups such as international student programmes, skilled migrant groups, or the multicultural council. There is still work to be done to achieve better inclusivity across leadership in general, for example in the arts, sports, business and community sectors.



## WHERE WE WANT TO BE

Relationships established with mana whenua are maintained and strengthened, with closer alignment between Rangitāne aspirations and implementing various welcoming activities.

Leaders continue to openly demonstrate a strong commitment to the Welcoming Communities programme and its principles.

The number of leadership opportunities available to newcomers and other culturally and linguistically diverse community members are both diversified and increased, particularly in terms of governance roles, with improved access, support and education provided to both potential leaders and leadership bodies.

Newcomers who hold leadership roles or achieve in leadership spaces are acknowledged and celebrated in civic ceremonies.

Council as an organisation reflects intentional inclusivity as standard practice across its services, processes, policies and plans.



| <b>ADVISORY GROUP ACTION PLAN 2020 – 2023</b>  |  | <b>Sub-outcome</b> |
|--|--|--------------------|
| <b>Existing work to continue:</b>  |  |                    |
| 1a. Continue to grow partnerships with Rangitāne and other hāpori Māori in Palmerston North to align with their aspirations in the implementation of welcoming activities.   |  | 1.1                |
| 1b. Continue to actively support groups and programmes which provide opportunities for newcomers to experience leadership. Current examples include the PNCC Palmy Global Ambassadors programme, tertiary student leadership bodies, and cultural groups.  |  | 1.6                |
| 1c. Work alongside arts and sports sector organisations, including Creative Communities funding committee and Sport Manawātū, to encourage inclusivity in leadership (in addition to design, development and delivery).  |  | 1.2, 1.6           |
| <b>New activities and initiatives:</b>   |  |                    |
| 1d. Encourage and support local boards and governance groups (including Council-Controlled Organisations) to achieve greater diversity, by:  |  | 1.2, 1.6           |
| i. Reviewing current training offerings for governance and identifying any barriers for newcomers participating in this training.  |  |                    |
| ii. Acknowledging that participation in governance is often reliant on 'invitation' or existing personal connection, trialling a mentoring programme where organisations identified as supportive are buddied with a newcomer interested in governance. Manawātū Multicultural Council to lead this programme. |  |                    |
| iii. Developing clear messaging about why diversity is important for boards (including collection of ethnicity data for board members) and utilising networks such as Community Services Council and the Chamber of Commerce, in addition to PNCC's channels, to promote this.                                 |  |                    |
| iv. Investigating incentives to recognise and encourage organisations with diverse, inclusive governance.  |  |                    |
| v. Exploring opportunities to introduce additional positions on boards, as an education pathway for newcomers to gain governance experience.   |  |                    |
| 1e. Promote award opportunities throughout the Welcoming Communities Advisory Group networks to newcomers to develop more diverse entries and nominations. Encourage these stories to be told at the award celebrations.   |  | 1.6                |
| 1f. Provide bi-cultural confidence training for all Welcoming Communities Advisory Group members   |  | 1.1                |





# WELCOMING COMMUNICATIONS



## The Welcoming Communities Standard:

**Overarching outcome: People of all cultures and backgrounds feel included, listened to and well informed through a range of ways that take into account their different communication needs.**

- 2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories
- 2.2 The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources
- 2.3 The council's engagement with all residents is two-way, culturally appropriate and fit for purpose.
- 2.4 Council communication materials and messages are inclusive and reflect the diversity of the local community. Council encourages other agencies, businesses and organisations to follow this model.

## WHERE WE ARE NOW

Palmerston North residents have access to information about the local benefits of immigration and the Welcoming Communities programme and have positively engaged in several media (social and traditional) campaigns around these topics, including the #WithRefugees campaign for World Refugee Day and the #PalmyWelcomes campaign for Welcoming Week. Success stories are often highlighted in publications such as Palmy Proud, local newspapers and on the social media channels of Council and in the community, though there could be more structure and regularity around success stories as a tool for educating the wider community.

Council, the Advisory Group and community partners are beginning to explore the use of a range of methods to ensure communications are inclusive, culturally appropriate and fit for purpose; however, these considerations are yet to become embedded as standard practice and there is room to grow in terms of cultural confidence in this area.

We have access to some good data around the demographics of the city and have good channels of information for qualitative and anecdotal information about the experiences of newcomers. Local academic research is underway on the topics of belonging and civic engagement amongst migrants and former refugees; findings can be used to inform practices and activities in the future. There is an opportunity to take a more strategic approach to gathering rich data, for example around users of local social services.



## WHERE WE WANT TO BE

Palmerston North residents understand and embrace migration, and its resulting diversity, as the opportunity that it is for our community.

Palmerston North City Council has a range of rich local quantitative data sources with multiple data points, to better understand the experiences of newcomers and culturally and linguistically diverse communities. Opportunities to gain insight from qualitative data, such as forums which capture the lived experience of newcomers, are being actively explored.

Council and partner organisations reflect intentional inclusivity as standard practice across their services, processes, policies and plans.

| ADVISORY GROUP ACTION PLAN 2020 – 2023  | Sub-outcome |
|---|-------------|
| <b>Existing work to continue:</b>   |             |
| 2a. Continue to conduct informative communications campaigns to promote the ideas of the programme to residents, with a focus on sharing the benefits of diversity and migration for our city. Current examples include #WithRefugees for World Refugee Day, and Welcoming Week.  | 2.1         |
| 2b. Continue to provide Welcome Packs and City Welcome sessions for newcomers. Review content and design of Welcome Packs for relevance in fourth quarter 2020. Involve locals in this review process, to engage them in the programme further and get them thinking about the experience of being new to the city.       | 2.3         |
| <b>New activities and initiatives:</b>  |             |
| 2d. Establish regular positive profiles in local media to highlight individuals, organisations and initiatives, new and existing, which reflect the Welcoming Communities principles. Target publications include local newspapers and radio, the Palmy Proud magazine, and local non-English newsletters and newspapers. | 2.1         |
| 2e. Create a range of engaging infographics based on the 2018 census data, as a tool for council and the community to be better aware of the demographics of our city. Update and re-promote these as new data becomes available.   | 2.2         |
| 2f. Create a best practice guide for data collection for partner organisations (for example, those which Council contracts through Strategic Priority Grants) to create a common language to produce better quality information about use of services.  | 2.2         |
| 2g. Advisory Group members commit to featuring a diverse range of voices and faces in the activities, documentation and promotional materials produced by their organisations, as an example for other organisations in their respective sectors.   | 2.4         |

## EQUITABLE ACCESS



Framework from the Welcoming Communities Standard:

**Overarching outcome: Opportunities to access services and activities and to participate in the community are available to all, including newcomers.**

- 3.1 Council partners with local businesses, organisations and sector to identify and address barriers for newcomers to accessing services and participating in the community.
- 3.2 Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example, rural/urban) and cultural backgrounds of all service users, including newcomers.
- 3.3 All community members are well informed about the services available in the community. Newcomers are made aware of and are using these services.

### WHERE WE ARE NOW

Newcomers to Palmerston North have opportunities to learn about and access services and activities within the region, including through the City Welcome sessions, Welcome Packs, orientation events via education providers for international students and Red Cross for resettling refugees. Innovative new ways of providing information about services are being explored, such as the Welcome Videos in refugee background languages to support the Red Cross' orientation sessions for new arrivals.

Local academic research is underway on the topics of belonging and civic engagement amongst migrants and former refugees; findings can be used to inform practices and activities in the future.

### WHERE WE WANT TO BE

Initiatives to reduce barriers to learning about and accessing services are well supported and promoted; these are evaluated and refined over time to ensure they continue to be fit for purpose.

Culturally and linguistically diverse groups are taking up opportunities to initiate their own solutions to access challenges, and direct connections exist between community groups, businesses and organisations.

Strategic leadership groups across sectors are demonstrating inclusivity of newcomers and diverse communities in their work programmes as standard practice.

**ADVISORY GROUP ACTION PLAN 2020 – 2023****Sub-outcome****Existing work to continue:**

- |   |          |
|---|----------|
| 3a. Continue to support local research into ways to make our community more connected and inclusive, to learn more about where the gaps, opportunities and successes exist currently. Use research findings to inform and improve the implementation of welcoming activities. | 3.1, 3.2 |
| 3b. Continue to provide Welcome Packs and City Welcome sessions for newcomers. Review Welcome Packs content and design for relevance in fourth quarter 2020. (Repeat of 2b).  | 3.3      |
| 3c. Continue to support, promote and connect local programmes and groups which have a focus on equitable access and reducing barriers. For example, Digits Charitable Trust who facilitate technology access, and Replay who facilitate access to sports and games equipment. | 3.3      |

**New activities and initiatives:**

- |   |          |
|---|----------|
| 3d. Conduct or contract local research into barriers for newcomers accessing public services, including healthcare and transport, and then trial ways to reduce these barriers.   | 3.1      |
| 3e. Actively promote and facilitate opportunities for newcomers to contribute to all consultation opportunities, for example when new services or facilities are being designed. Work with those designing consultations to ensure opportunities to contribute consider the different needs of culturally and linguistically diverse communities. | 3.2      |
| 3f. Work with funders to ensure culturally and linguistically diverse community groups have access to appropriate information and support around local and national funding opportunities.  | 3.1, 3.3 |
| 3g. Achieve better connection with and influence in other existing interagency strategic groups, such as the Kotahitanga Alliance.  | 3.1, 3.2 |



# CONNECTED + INCLUSIVE COMMUNITIES



Framework from the Welcoming Communities Standard:

**Overarching outcome: People feel safe in their identity and that they are connected with and belong in the community. There are high levels of trust and understanding between members of the receiving community and newcomers.**

- 4.1 Coordinated, comprehensive and appropriate initial welcoming support services are available from council, other agencies and community organisations.
- 4.2 The receiving community is well equipped and supported to welcome and interact with newcomers.
- 4.3 Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.
- 4.4 Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices.

## WHERE WE ARE NOW

Palmerston North City Council and the community have an established range of opportunities which foster connected and inclusive communities.

The Festival of Cultures and Welcoming Week are two highlights as they create opportunities for communities to connect and understand each other. Likewise, large public cultural celebrations such as Diwali, Moon Festival, and Eid Festival demonstrate the celebration and sharing of cultures, although these events are still relatively new to the events calendar for the city.

For smaller scale celebrations, Council demonstrates its support for cultural activities and community-led events through dedicated community funding. The Council's commitment to build community capability by funding organisations within the community is evident, and over time this has strengthened the relationship and allowed trust to be built between the Council and the community.

## WHERE WE WANT TO BE

Larger-scale public cultural celebrations become established as part of the city's events calendar, whilst smaller community level celebrations continue to be supported.

There are many opportunities for community groups and networks across sectors to connect and collaborate.

Events and activities are regularly evaluated for their effectiveness and efficiency in supporting connections and building trust amongst community members.

Initiatives involving a wide range of groupings are supported, such as schools and neighbourhood-based communities.



| ADVISORY GROUP ACTION PLAN 2020 – 2023  |  | Sub-outcome   |
|---|--|---------------|
| <b>Existing work to continue:</b>   |  |               |
| 4a. Continue to encourage and promote professional and community collaborations that increase connections between local resident groups and newcomer groups.  |  | 4.3           |
| 4b. Continue to actively promote and support the many existing events, resources and initiatives that celebrate diversity, with an acknowledgement of the power of fun activities for achieving positive outcomes.                        |  | 4.2, 4.3, 4.4 |
| <b>New activities and initiatives:</b>  |  |               |
| 4c. Trial 'Inclusive Schools' education initiatives, developing resources in partnership with relevant community groups, such as Global Parent Support, and drawing on existing resources, such as the AFS Global Competency Certificate. |  | 4.2, 4.3      |
| 4d. Increase engagement with neighbourhood level community groups and services, to better target activities to specific newcomer groups, for example encouraging more cultural events in public spaces outside of the CBD.                |  | 4.3           |



# ECONOMIC DEVELOPMENT, BUSINESS + EMPLOYMENT



Framework from the Welcoming Communities Standard:

**Overarching outcome: Communities maximize and harness the economic development opportunities that newcomers can offer. Councils work with business associations to promote the contribution that newcomer business owners and skilled migrants make to the region's economy.**

- 5.1 Newcomers, including international students, are supported to access local employment information, services and networks.
- 5.2 Newcomers, including international students, are supported with the local knowledge and skills to ensure they can operate successfully in the New Zealand work environment, either as a business owner or an employee.
- 5.3 The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.
- 5.4 Local employers and workforces develop their intercultural competency.
- 5.5 Mutually beneficial connections and initiatives are set up with migrant business people by local business community and professional networks.

## WHERE WE ARE NOW

In Palmerston North, there is a growing recognition of the importance of supporting newcomers, including international students, to access employment information, services and networks, and organisations are beginning to explore initiatives in this area.

The Network of Skilled Migrants Manawātū is growing in strength and its ability to influence is increasing. There have been recent events and activities that successfully increase connections and understanding between newcomers and employers.

However, networking events and collaborative initiatives with the business community remain ad hoc and there is further room for the sector and sector bodies to take a leadership role in harnessing the opportunities presented by developing stronger intercultural competency, exploring the value of diversity to organisational culture, and being intentionally inclusive of newcomers.

An area of yet untapped potential is the establishment of mutually beneficial connections and initiatives within the local business community to support migrant businesspeople.

## WHERE WE WANT TO BE

Strong relationships between the Chamber of Commerce, the Network of Skilled Migrants Manawātū, CEDA and other employment and business-focused organisations enhance economic development prospects for newcomers. Initiatives to facilitate access to information, services and networks are embedded. A jointly led strategic plan between these groups is delivering positive outcomes.

Businesses that excel in their cultural confidence and inclusivity are celebrated and showcased.

The Advisory Group understands what is needed to support newcomer-led businesses, and appropriate initiatives are being explored.

| ADVISORY GROUP ACTION PLAN 2020 – 2023  |  | Sub-outcome             |
|---|--|-------------------------|
| <b>Existing work to continue:</b>   |  |                         |
| 5a. Continue to work together with existing local groups, such as the Network of Skilled Migrants and the Manawātū Chamber of Commerce, to find new ways to strengthen connections and understanding between newcomers and employers. |  | 5.1, 5.2, 5.3, 5.4      |
| 5b. Continue to work with local tertiary providers and business organisations to increase the number of internship and work experience opportunities for all newcomers.   |  | 5.1, 5.2, 5.3, 5.4      |
| <b>New activities and initiatives:</b>  |  |                         |
| 5c. Sponsor a new category at the local business awards to formally recognise organisations and workplaces which are intentionally welcoming and inclusive.   |  | 5.4                     |
| 5d. Develop a combined strategic work programme between CEDA, Chamber of Commerce and the Network of Skilled Migrants Manawātū, including but not limited to:   |  | 5.1, 5.2, 5.3, 5.4, 5.5 |
| i. Facilitating more cultural competency training opportunities for local employers and their workforces, in alignment with CEDA's existing strategic plans in this space.  |  |                         |
| ii. Conducting a review of the experience of newcomers who have started businesses in the city to identify where more support is needed, and then trial initiatives as appropriate.   |  |                         |
| iii. Supporting the work of the Regional Employability Working Group led by CEDA.   |  |                         |
| iv. Exploring the value of micro-internships and shadowing as pathways for hesitant employers.  |  |                         |

# CIVIC ENGAGEMENT + PARTICIPATION



Framework from the Welcoming Communities Standard:

**Overarching outcome: Newcomers feel welcome to fully participate in the community. Newcomers are active in all forms of civil participation.**

- 6.1 The council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes.
- 6.2 Newcomers are encouraged and enabled to get involved in local government and civil society.
- 6.3 Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.

## WHERE WE ARE NOW

Palmerston North has started to provide opportunities for newcomers and culturally and linguistically diverse communities to engage with and experience civic participation.

The Mayoral Welcome for International Students, City Welcome sessions, Welcome Packs and Welcome Videos are ways in which information about civil society is currently shared.

Free internet and computers in libraries encourage participation in civic processes, such as the 2018 Census, and there was a considered effort for the 2019 Local Government Elections to be intentionally inclusive with the production of informational flyers translated in 14 languages and disseminated through community networks.

Efforts to promote engagement in civic processes could be more coordinated across agencies with responsibility in this area, such as the Electoral Commission, to achieve better outcomes.

## WHERE WE WANT TO BE

Efforts to promote active citizenship within culturally and linguistically diverse communities are coordinated and effective.

Newcomers feel confident and comfortable engaging with local government processes, regularly share their views with Council's elected members and staff and, importantly, feel heard when doing so.

There is good data available around civic engagement of newcomers, and success stories are celebrated.



| <b>ADVISORY GROUP ACTION PLAN 2020 – 2023</b>  |  | <b>Sub-outcome</b> |
|--|--|--------------------|
| <b>Existing work to continue:</b>  |  |                    |
| 6a. Continue to facilitate access to information about, and reduce barriers to participation in, formal civic processes, such as the General Election in 2020, the Local Government Elections in 2023, and the 10 Year Plan consultation in 2021.  |  | 6.2                |
| 6b. Continue to support the delivery of Mayoral Welcomes for International Students and other small events to occur in the Council chambers and other civic venues, to create a sense of ease in and connection to civic spaces.   |  | 6.2                |
| <b>New activities and initiatives:</b>   |  |                    |
| 6c. Encourage and facilitate newcomer groups to present to Council committees at least twice per year. These engagements can be used to provide Council with advice and information on changes that the community would like to see to reduce barriers services, increase wider engagement, and improve the overall settlement experience for newcomers. |  | 6.2                |
| 6d. Work with the organisers of civic and community awards, such as the Volunteer Awards, to ensure newcomer achievements are acknowledged and celebrated, with a focus on increasing the accessibility to and thus the diversity of nominations.  |  | 6.3                |
| 6f. Work with Ministry of Education to find data on the diversity of local school boards. After data obtained, review and investigate any issues identified.   |  | 6.2                |
| 6g. Establish relationship with Electoral Commission and jointly create a three-year project plan to increase civic participation of culturally and linguistically diverse communities in Palmerston North.  |  | 6.2                |

# WELCOMING PUBLIC SPACES



Framework from the Welcoming Communities Standard:

**Overarching Outcome: Newcomers and receiving communities feel welcome in and comfortable using public spaces.**

- 7.1 The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community.
- 7.2 Welcoming public spaces provide opportunities to build trust and relationships between newcomers.
- 7.3 Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.

## WHERE WE ARE NOW

Palmerston North has recently started implementing ways to make public spaces more welcoming and reflective of the diversity of the community. Several initiatives have contributed towards achieving positive outcomes in this area, such as Street Prints Papaioea, the Race Relations Day Chalk Mural in 2019, and placemaking activities that have supported public cultural celebrations.

Indoor public spaces such as libraries, Youth Space and Te Manawa Museum are places where staff are committed to creating community ownership and connections.

Though there has been some good work in this area there remains an abundance of opportunity in terms of designing and operating public spaces that reflect our cultural diversity and create a sense of inclusion.

## WHERE WE WANT TO BE

Inclusive public space creation including diverse placemaking activity is standard practice. Public spaces in the city, both indoor and outdoor, clearly reflect the cultural diversity of the community.

Newcomers have access to appropriate information about engaging with public spaces and thus feel comfortable doing so.

The Advisory Group is abreast of public space development activities, and influences these as the opportunity arises.

| ADVISORY GROUP ACTION PLAN 2020 – 2023  |  | Sub-outcome   |
|---|--|---------------|
| Existing work to continue:  |  |               |
| 7a. Continue to find ways to make public spaces more visually welcoming, for example by using existing platforms for communicating messages to newcomers (such as the airport, screens and signage within the city).  |  | 7.2, 7.3      |
| 7b. Continue to incorporate placemaking elements into public celebrations of cultural events. This may include connecting groups with placemaking initiatives such as Palmy Unleashed and encouraging the use of ‘pop-up’ style creations using chalk and other temporary installation methods. |  | 7.3           |
| New activities and initiatives:   |  |               |
| 7c. Increase the number of artworks, installations and monuments in public spaces that reflect the cultural diversity of the city, for example via the Proverb Pathways project. Ensure community groups are included, if not leading, the design and installation processes.                   |  | 7.1, 7.2, 7.3 |
| 7d. Increase local education on ‘public space’ land and land history. For example, make appropriate resources available to inform newcomers of the ways which public parks can be used, and ensure any historical context on signage at parks is provided in plain English.                     |  | 7.3           |



# CULTURE + IDENTITY



Framework from the Welcoming Communities Standard:

**Overarching Outcome: There is a shared sense of pride in being part of a culturally rich and vibrant community. People feel their culture is respected and valued by members of the community. There are opportunities to learn about each other's cultures.**

8.1 Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community.

8.2 Newcomers and the receiving community understand what values they each hold dear.

## WHERE WE ARE NOW

There are a wide range of activities and events for sharing and learning about cultures in Palmerston North. The Festival of Cultures, Diwali festival, Chinese language week, Lunar New Year, the Global Parent's Global Festival, and Eid festival are all good examples of celebrations and cultural activities planned and implemented recently within the city. Ethkick is a long-established event that provides the opportunity to celebrate cultures through a sporting setting.

This outcome area also looks at the opportunities for people to learn and understand the values of others within their community. There are currently regular activities which provide these opportunities, such as the multicultural discussion group at the Library, the long-running First Voice programme, Race Unity speech awards, and the workshops of the Palmerston North Interfaith Group.

## WHERE WE WANT TO BE

As Council and the community progress the Welcoming Communities programme, new and innovative initiatives will be added to the existing suite of events and activities, further strengthening the delivery of outcomes in this area.

Regular evaluation of events and activities will help the Council and its partners to better understand how the community considers their cultures are valued and respected. Likewise, outcomes will be further strengthened with evidence showing how activities create the types of experiences that generate a sense of pride of a rich and culturally diverse community.



| ADVISORY GROUP ACTION PLAN 2020 – 2023   |  | Sub-outcome |
|--|--|-------------|
| <b>Existing work to continue:</b>  |  |             |
| 8a. Continue to promote, support and grow the many existing events and initiatives in the city that share and celebrate diversity.   |  | 8.1, 8.2    |
| 8b. Continue to update and share a live cultural and religious events calendar to ensure cohesive planning and alignment across event programming.   |  | 8.1         |
| 8c. Continue to work with the diverse ethnic and cultural groups of Palmerston North, in alignment with their goals and ideas, to deliver programmes and activities which increase awareness and understanding of the various cultures that exist in the city. |  | 8.1, 8.2    |
| <b>New activities and initiatives:</b>   |  |             |
| 8d. Work to ensure funding for large cultural events is increasingly secure and sustainable.   |  | 8.1         |



# APPENDIX 1

## WELCOMING COMMUNITIES STANDARD SUB-OUTCOMES: CATEGORIZATIONS AND LINKAGES TO PNCC STRATEGIES AND PLANS

### Key for sub-outcome categorisation:

**Blue** – Both Council and Advisory Group/wider community required to take action to meet sub-outcome

**Black** – for Council only (i.e. not in sphere of influence of Advisory Group, Council to deliver)

**Orange** – for Advisory Group/community only (i.e. responsibility for action towards sub-outcome sits outside of Council)

The actions in the Welcoming Communities Advisory Group Plan above cover only the Blue and Orange sub-outcomes. Black sub-outcomes are not included in the Welcoming Plan, so should be covered, along with the Blue sub-outcomes, elsewhere in PNCC documentation.

### INCLUSIVE LEADERSHIP

**Overarching outcome: Local government, tangata whenua and other community leaders work together to create, advocate for and continue to foster a welcoming and inclusive community. They lead a shared plan to increase connections between newcomers and existing residents.**

| Sub-outcome   | Link to PNCC Strategy <sup>1</sup>                           |
|---|--|
| 1.1 As the indigenous peoples of New Zealand, Māori – represented by tangata whenua, mana whenua, iwi and hapū and/or other hāpori Māori – have a prominent role in Welcoming Plan activities (currently, prior to the Plan, read as ‘in welcoming’ in general) | Active Citizenship Chapter                                   |
| 1.2 Leaders – both designated and unofficial – reflect the diversity in the local community, as does the council workforce.   | Performance Plan   |
| 1.3 Leaders model the principle of inclusiveness, openness, tolerance, respect and acceptance of all cultures in the community.   | Principles (all strategies)                                  |
| 1.4 There are clear roles, responsibilities and ownership within council and in the wider community for the Welcoming Communities programme.  | Community Development Chapter                                |
| 1.5 Council internal and external policies, services, programmes and activities recognise and address cultural diversity.   | Performance Plan   |
| 1.6 A range of leadership opportunities in the council and the wider community are available to and taken up by newcomers.  | Active Citizenship Chapter and Community Development Chapter |

## WELCOMING COMMUNICATIONS

**Overarching outcome: People of all cultures and backgrounds feel included, listened to and well informed through a range of ways that take into account their different communication needs.**

| Sub-outcome  | Link to PNCC Strategy <sup>1</sup> |
|--|------------------------------------|
| 2.1 The community is well informed about the local benefits of immigration and the Welcoming Communities programme, including success stories  | Economic Development Chapter       |
| 2.2 The council is well informed about newcomers to their region and pro-actively seeks data about newcomers from relevant sources   | Economic Development Chapter       |
| 2.3 The council's engagement with all residents is two-way, culturally appropriate and fit for purpose.  | Active Citizenship Chapter         |
| 2.4 Council communication materials and messages are inclusive and reflect the diversity of the local community. Council encourages other agencies, businesses and organisations to follow this model. | Community Development Chapter      |

## EQUITABLE ACCESS

**Overarching outcome: Opportunities to access services and activities and to participate in the community are available to all, including newcomers.**

| Sub-outcome  | Link to PNCC Strategy <sup>1</sup> |
|--|------------------------------------|
| 3.1 Council partners with local businesses, organisations and sector to identify and address barriers for newcomers to accessing services and participating in the community.  | Community Development Chapter      |
| 3.2 Council and other organisations in the community research, design and deliver services that take account of the different circumstances (for example, rural/urban) and cultural backgrounds of all service users, including newcomers. | Community Facilities Plan          |
| 3.3 All community members are well informed about the services available in the community. Newcomers are made aware of and are using these services.   | Community Development Chapter      |

## CONNECTED + INCLUSIVE COMMUNITIES

**Overarching outcome: People feel safe in their identity and that they are connected with and belong in the community. There are high levels of trust and understanding between members of the receiving community and newcomers.**

| Sub-outcome   | Link to PNCC Strategy <sup>1</sup> |
|---|------------------------------------|
| 4.1 Coordinated, comprehensive and appropriate initial welcoming support services are available from council, other agencies and community organisations. | Community Development Chapter      |
| 4.2 The receiving community is well equipped and supported to welcome and interact with newcomers.  | Community Development Chapter      |
| 4.3 Members of the receiving community and newcomers build relationships and are at ease with connecting and learning about and from each other.          | Community Development Chapter      |
| 4.4 Different cultures are celebrated and people are supported to express their cultural beliefs and customs, including language and religious practices. | Arts Chapter                       |

## ECONOMIC DEVELOPMENT, BUSINESS + EMPLOYMENT

**Overarching outcome: Communities maximize and harness the economic development opportunities that newcomers can offer. Councils work with business associations to promote the contribution that newcomer business owners and skilled migrants make to the region's economy.**

| Sub-outcome  | Link to PNCC Strategy <sup>1</sup> |
|--|------------------------------------|
| 5.1 Newcomers, including international students, are supported to access local employment information, services and networks.  | Economic Development Chapter       |
| 5.2 Newcomers, including international students, are supported with the local knowledge and skills to ensure they can operate successfully in the New Zealand work environment, either as a business owner or an employee. | Economic Development Chapter       |
| 5.3 The receiving community recognises the value of diversity in the workplace, of newcomers' contribution to the region's growth and of the resulting wider economic benefits.  | Economic Development Chapter       |
| 5.4 Local employers and workforces develop their intercultural competency.   | N/a                                |
| 5.5 Mutually beneficial connections and initiatives are set up with migrant business people by local business community and professional networks.   | N/a                                |



## CIVIC ENGAGEMENT + PARTICIPATION

**Overarching outcome: Newcomers feel welcome to fully participate in the community. Newcomers are active in all forms of civil participation.**

|   |                               |
|---|-------------------------------|
| 6.1 The council's elected members and staff effectively communicate with newcomers to promote their engagement in local government processes. | Active Citizenship Chapter    |
| 6.2 Newcomers are encouraged and enabled to get involved in local government and civil society.   | Active Citizenship Chapter    |
| 6.3 Newcomers' efforts and achievements in civic participation and community life are acknowledged and celebrated.                            | Community Development Chapter |

## WELCOMING PUBLIC SPACES

**Overarching Outcome: Newcomers and receiving communities feel welcome in and comfortable using public spaces.**

| Sub-outcome  | Link to PNCC Strategy <sup>1</sup>                               |
|--|--|
| 7.1 The design and operation of public spaces and facilities are culturally appropriate and reflect the diversity of the community | Arts Chapter, City Shaping Plan and Community Facilities Chapter |
| 7.2 Welcoming public spaces provide opportunities to build trust and relationships between newcomers.                              | City Shaping Plan  |
| 7.3 Public spaces and buildings create a sense of community ownership and inclusion for all, including newcomers.                  | Arts Chapter, City Shaping Plan and Community Facilities Chapter |

## CULTURE + IDENTITY

**Overarching Outcome: There is a shared sense of pride in being part of a culturally rich and vibrant community. People feel their culture is respected and valued by members of the community. There are opportunities to learn about each other's cultures.**

| Sub-outcome   | Link to PNCC Strategy <sup>1</sup>          |
|---|---|
| 8.1 Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community. | Community Development Chapter, Arts Chapter |
| 8.2 Newcomers and the receiving community understand what values they each hold dear.   | Arts Chapter                                |

1. Note the strategies referenced in this column are based on the drafts for 2021-2023, which will not be finalised until mid-2021, and are therefore subject to change

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Welcoming Communities Advisory Group Plan 2020-2023

## APPENDIX 2

### EVALUATION PLAN

[to be developed during year one of the plan period]





Palmerston North City Council

[pncc.govt.nz](http://pncc.govt.nz) | [info@pncc.govt.nz](mailto:info@pncc.govt.nz) | 356 8199 | Private Bag 11034, Palmerston North, 4442



Welcoming Communities New Zealand is a government initiative led by the Ministry of Business, Innovation and Employment, in partnership with the Department of Internal Affairs (including the Office of Ethnic Communities) and the New Zealand Human Rights Commission.

[New Zealand](http://www.govt.nz) Government

## MEMORANDUM

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Palmerston North Safety Advisory Board Strategic Outcomes Plan - Endorsement by Council

**PRESENTED BY:** Joann Ransom, Community Development Manager

**APPROVED BY:** Chris Dyhrberg, Chief Customer Officer

---

### RECOMMENDATION(S) TO COUNCIL

1. That Council endorses the Safe City Strategic Outcomes Plan 2019-2024 that has been developed by the Palmerston North Safety Advisory Board, included as Attachment One to the memorandum titled 'Palmerston North Safety Advisory Board Strategic Outcomes Plan - Endorsement by Council' presented to the Community Development Committee on 17 March 2021.

---

#### 1. ISSUE

- 1.1 Palmerston North is an accredited Safe Community through the Pan Pacific Safe Community Network. Palmerston North was accredited as a Safe City in 2014 and reaccredited in 2019. The Safety Advisory Board (SAB) leads the accreditation process for the City.
- 1.2 To maintain accreditation the SAB must develop and implement an outcome framework and workplan. This document is the Board's plan and Council's endorsement is sought to assist with retaining accreditation which is Council mandated through Council's Safe City Plan.

#### 2. BACKGROUND

- 2.1 Safe Communities are city-wide networks that support wellbeing, placemaking, resilience and injury/violence prevention initiatives. This is a global model which is recognised by the World Health Organisation as an effective intervention that improves community wellbeing and reduces the burden of injury experienced by individuals, families, whānau and communities.

# ITEM 9

- 2.2 The overarching role of the SAB is to provide strategic oversight, leadership and advice about how to improve local safety, as a contribution to wellbeing. This role includes monitoring the city’s progress towards safety.
- 2.3 The SAB is an inclusive and participatory board, that works with multiple partners (i.e. community organisations, government agencies, businesses and local government) to ensure improved co-ordination and collaboration of effort. The board has renewed its commitment to providing outcome-focused governance and leadership. This plan is a direct result of its renewed commitment.
- 2.4 This plan outlines the strategic direction of the SAB and partners for the next five years. The SAB will guide the implementation of this plan and create a refreshed ecosystem of partners dedicated to enabling Palmerston North to become an even safer City.

## 3. DEVELOPMENT OF THE PLAN

- 3.1 Using an internationally renowned outcome methodology called Results Based Accountability™ (RBA), the SAB and partners have developed an outcome framework to guide its collaborative work. The key outcome in this plan is ‘Palmerston North is a Safe City’. The SAB will prioritise its collective efforts towards Six Focus Areas: Youth, Resilience, Housing, Crime, Health and Road Safety.
- 3.2 Twelve indicators have been co-selected to measure progress linked to the key outcome. The indicators have been mapped to the Focus Areas and range from improving mental wellbeing and reducing youth offending through to reducing waiting lists for social housing, reducing family harm and improving road safety.
- 3.3 As a result of SAB-led workshops with partners, this plan includes a range of strategies and actions that partners co-created to turn six of the 12 indicator data curves in the right direction. In 2021-2022 workshops will be held to agree additional strategies and actions to “turn the curve” on the remaining six indicators.
- 3.4 Overall, this plan signals the desired collective impact of the SAB and its safe city ecosystem partners. The collective resources of the multiple partners will be harnessed to effect positive change.

## 4. NEXT STEPS

- 4.1 The Plan will be implemented by the Safety Advisory Board and the Safe City Coordinator. It will guide activity and be the foundation document for the City’s next reaccreditation application in 2024.

## 5. COMPLIANCE AND ADMINISTRATION

|  |  |
|--|--|
| Does the Committee have delegated authority to decide?   | No   |
| Are the decisions significant?   | No   |
| If they are significant do they affect land or a body of water?  | No   |
| Can this decision only be made through a 10 Year Plan?   | No   |
| Does this decision require consultation through the Special Consultative procedure?  | No   |
| Is there funding in the current Annual Plan for these actions?   | Yes  |
| Are the recommendations inconsistent with any of Council's policies or plans?  | Yes  |
| The recommendations contribute to Goal 3: A Connected and Safe Community   |  |
| The recommendations contribute to the outcomes of the Connected Community Strategy   |  |
| The recommendations contribute to the achievement of action/actions in the Safe Community Plan   |  |
| <p>The action is: Maintaining Palmerston Norths Safe City Accreditation.</p> <ul style="list-style-type: none"> <li>• Lead the process for Safe City reaccreditation</li> <li>• Engage relevant organisations in the Safe Community re-accreditation process.</li> <li>• Work with SAB workstreams to identify where there are gaps in support to community organisations that focus on safety initiatives.</li> </ul> |  |
| Contribution to strategic direction and to social, economic, environmental and cultural well-being   | <p>The endorsement of the Safety Advisory Board's Strategic Outcomes Plan demonstrates Council's contribution to the collective effort of organisations to create a safe community.</p> <p>Safe Communities are city-wide networks that support wellbeing, placemaking, resilience and injury/violence prevention initiatives that improves community wellbeing and reduces the burden of injury experienced by individuals, families, whānau and communities.</p> |

## ATTACHMENTS

1. Palmerston North Safe City Plan 2019-2024 [📄](#)
2. Palmerston North Safety Advisory Board - Terms of Reference [📄](#)







PALMY<sup>®</sup>  
PAPAIOEA  
PALMERSTON  
NORTH  
CITY

**PALMERSTON NORTH SAFE CITY  
STRATEGIC OUTCOMES PLAN  
2019-2024**





Produced by  
Palmerston North City Council



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# KUPU MĀORI

|                             |   |
|-----------------------------|---|
| <b>Hapū</b>                 | Sub-tribe                                       |
| <b>Iwi</b>                  | Tribe   |
| <b>Kōrero</b>               | Discussion/words/talk                           |
| <b>Kupu</b>                 | Word(s)   |
| <b>Mahi</b>                 | Work  |
| <b>Rua</b>                  | Two   |
| <b>Tahi</b>                 | One   |
| <b>Taonga</b>               | A treasure, something special, valued, valuable |
| <b>Te Tiriti o Waitangi</b> | The Treaty of Waitangi                          |
| <b>Tohu</b>                 | Acknowledgement/recognition                     |
| <b>Toru</b>                 | Three   |
| <b>Wāhanga</b>              | Section   |
| <b>Whā</b>                  | Four  |
| <b>Whānau</b>               | Family  |

# ACRONYMS OR PHRASES

|                          |  |
|--------------------------|--|
| <b>ACC</b>               | Accident Compensation Corporation      |
| <b>Council</b>           | Palmerston North City Council          |
| <b>Covid-19</b>          | Coronavirus                            |
| <b>KO</b>                | Kāinga Ora - Homes and Communities     |
| <b>MSD</b>               | Ministry of Social Development         |
| <b>NGO</b>               | Non-government organisation            |
| <b>PNCC</b>              | Palmerston North City Council          |
| <b>RBA</b>               | Results Based Accountability           |
| <b>RBA Practitioners</b> | RBA trained PNCC staff                 |
| <b>SAB</b>               | Palmerston North Safety Advisory Board |
| <b>TTT</b>               | Turn the Curve                         |

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# MESSAGES FROM THE CHAIR, IWI AND THE MAYOR

Kia ora tatou,

It is with great pleasure that I bring to you the Safety Advisory Board (SAB) strategic plan for 2019 – 2024.

Our SAB has been an entity since 2005 and has endured as an important collaboration of key stakeholders. Our achievements have included advocacy on matters of law and policy and the completion of many initiatives and projects that have made our city a safer and more inclusive place for our people. We have achieved Safe City Accreditation in 2014, and re-accreditation in 2019.

This plan has used Results Based Accountability in its methodology to craft a plan that will encourage our stakeholders and community to understand and impact the causal factors that underpin community dysfunction.

I am particularly enthusiastic about our population statement as this is a positive statement encompassing the critical issues that we have come to accept as levers for change. I know through my own experience that within parts of our community there is intergenerational inequity and marginalisation. In those places, we find disproportionate deficits in health, housing, education and employment and the consequences of these deficits are often evidenced through increased victimisation, higher offending rates, anti-social behaviour, poor community cohesion and low community resilience. So, getting to the core issues requires resolve and determination.

For our city and community to reach its potential inclusiveness of all is critical. It is no longer appropriate to disregard the aspirations of the marginalised. We must access, develop and use the talents of all people and to do so will require agile partnering arrangements with mana whenua and other entities as and when required.

Our SAB membership has collective knowledge and talent, and the challenge for us is to leverage these strengths and act in unison to create enduring change.

In closing, I want to acknowledge the assistance of Shea Pita, for their expertise and support in crafting this plan, and the board members and other stakeholders for their contributions to this process.

Alone we may strive, but together we will prevail.

Ngā mihi nui

**Cr. Patrick (Pat) Handcock** *ONZM*  
Chairman  
Palmerston North  
Safety Advisory Board



[TO COME To insert here after the Council Meeting in March 2021]

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**Grant Smith**  
Mayor of Palmerston North

Ko Ruahine me Tararua oku maunga  
Ko Manawatū me Rangitikei oku awa  
Ko Kurahaupo toku waka  
Ko Rangitāne toku iwi  
Ko Ngāti Taura, Te Rangitepaia, Ngāti Hineaute, Te Rangiaranaki oku hapu  
Ko Te Hotu Manawa o Rangitāne o Manawatū toku marae  
Ko Tūturū Pūmau toku wharenui

**He aha te mea nui o te ao, he tangata, he tangata, he tangata.**

**What are the most important things, tis people, tis people, tis people.**

As Te Tiriti o Waitangi partner to Palmerston North City Council, Rangitāne o Manawatū, the tangata whenua, have great pleasure in endorsing the Safety Advisory Board Strategic Plan for 2019-2024.

In particular, we acknowledge Matua Wiremu Te Awe Awe who represents Rangitāne o Manawatū on the Board. We are very much committed to this kaupapa, to make our City not only a great place to live, but a safe City to live in.

As tangata whenua, we are committed to working with our community, partners and stakeholders implementing Rangitānenuirawa, Whānau Ora and Collective Impact as the tikanga and methodologies to contribute to addressing inequities in our community together.

If our people and community all have the basics in life such as housing that is healthy and affordable, a good standard of income, kai on their table, access to responsive educational and training opportunities, meaningful employment, experience positive wellbeing, achieve Whānau Ora and have the ability to openly practice their culture in a safe way, then those pathways that make our City unsafe will reduce and hopefully in time be eliminated. We all want our tamariki, mokopuna and all future generations to grow up in Papaioea, the safest City in Aotearoa.

We live in a society now where we must co-create, co-design, co-implement and co-evaluate and no longer be told what will be done to us or for us, so for the Safety Advisory Board Strategic Plan to be a success, our community must walk alongside us on our journey of implementation and success



**Danielle Harris**  
O.N.Z.M, LLB, Post Grad Dip Bus & Admin  
**Tumuaki - Tanenuiarangi**  
**Manawatū Incorporated**  
**Chair - Rangitāne o Manawatū**  
**Settlement Trust**

# WĀHANGA TAHI: EXECUTIVE SUMMARY

This plan outlines the strategic direction and core actions of multiple partners, supported by the Palmerston North Safety Advisory Board (SAB), for the next five years. The SAB will guide the implementation of this plan and create a refreshed ecosystem of partners dedicated to enabling Palmy to become a Safe City (our shared population-wide outcome).

Aligned with Te Tiriti o Waitangi, the Safe City partnership prioritises iwi, hapū and whānau participation. It also prioritises community participation alongside the voices and resources of multiple government, local body and non-government organisations and agencies.

Palmerston North is an Accredited Safe Community through the Pan Pacific Safe Community Network. Palmerston North was accredited as a Safe City in 2014 and reaccredited in 2019. The SAB leads the reaccreditation process, and this plan contributes to this. This international tohu (recognition) is a taonga (valued and valuable) as it represents the city's commitment to the overarching wellbeing of the community.

Using an internationally renowned outcome methodology called Results Based Accountability™ (RBA), the SAB and partners have developed an outcome framework to guide its collaborative work. As referenced earlier, the key outcome in this plan is Palmy is a Safe City. The SAB will prioritise its collective efforts towards Six Focus Areas: Youth, Resilience, Housing, Crime, Health and Safety.

Twelve indicators (pieces of data) have been co-selected to measure progress linked to the key outcome. The indicators have been mapped to the Focus Areas and range from improving mental wellbeing and reducing youth offending through to reducing waiting lists for social housing, reducing family harm and improving road safety.

As a result of SAB-led workshops with partners, this plan includes a range of strategies and actions that partners co-created to turn six of the 12 indicator data curves in the right direction. In 2020-2021, workshops will be held to agree additional strategies and actions to "turn the curve" on the remaining six indicators.

Overall, this plan signals the desired collective impact of the SAB and its Safe City ecosystem partners. The collective resources of the multiple partners will be harnessed to effect positive change. We all look forward to this challenge.



# WĀHANGA RUA: INTRODUCTION AND OVERVIEW

## Purpose of this plan

The purpose of this plan is to outline the strategic direction and core actions of multiple partners, guided by the Palmerston North Safety Advisory Board (SAB). This plan represents the strategies and actions of the SAB and an emerging “Safe City ecosystem” of partners who have agreed to share accountability to improve Safe City outcomes across Palmerston North. Notably, our ecosystem prioritises iwi, whānau, people and community participation and voices.

As an emerging ecosystem, we have co-authored a city-wide outcomes framework and a key set of metrics that SAB, with its partners, will use to measure and monitor success. Our plan is purposefully inclusive, outcome-focused, collaborative and ambitious. The SAB, with its partners, will drive a reinvigorated approach to Safe Cities. Over the next five years, it will start to create a Safe City Movement, which optimises the passion, commitment and resources of multiple partners towards Palmerston North being one of Aotearoa/New Zealand’s safest cities.

We know we can achieve this worthwhile outcome if we can galvanise and sustain our collective effort across multiple partners. Accordingly, one of the SAB’s most important roles over the next five years is to motivate, lead and co-ordinate collaborative effort. This plan outlines how these tasks will be implemented.

## A living plan supported by a learning and agile Safe City ecosystem

This plan is a living document, which means that it will be updated as required. We are a learning and agile Safe City ecosystem. This means we are committed to constantly learning from each other, with each other and about each other. We will prioritise joined-up efforts to deliver “what works” and ensure we use our combined resources to maximise our collective success.

## Who is the Safety Advisory Board and what do we do?

### ORIGINS AND CURRENT CONTEXT

The Palmerston North Safety Advisory Board (SAB) was established in 2004. It was created to guide the development and implementation of a strategic partnership agreement between the Palmerston North City Council (the Council) and the Ministry of Justice (the Ministry). At that time, legislation required the Ministry’s Crime Prevention Unit to implement pro-active crime prevention plans. The Ministry provided funding for a full-time Safety Community Co-ordinator. The co-ordinator’s role was to build a safe community network in Palmerston North and to support plan implementation, which was governed by the SAB.

In 2017, the Ministry ceased funding the co-ordinator role. However, the Council has continued to support the kaupapa of Safe Communities. The Council supports the SAB via its Safe Community Plan, which is one of six plans within the Council’s wider **Connected Community Strategy**<sup>1</sup>. This latter strategy implements the Council’s goal of a “connected and safe community”, in the Council’s 10 Year Plan, entitled **Papaioea Palmerston North 2028: Te Ma Here Tūroa 10 Year Plan 2018-2028**<sup>2</sup>.

### MEMBERSHIP

The SAB has representatives from government agencies and co-opted members from multiple organisations.

Other members may be included in the group, as required. There are also multiple partners who are invited to participate in activities led by the SAB.

<sup>1</sup> <https://www.pncc.govt.nz/media/3130973/connected-community-2018.pdf>

<sup>2</sup> <https://www.pncc.govt.nz/media/3131028/10-year-plan-2018-28.pdf>

| Name                         | Role     | Agency or Organisation                  |
|------------------------------|----------|---|
| Pat Handcock                 | Chairman | Mayor's nominee                         |
| Joann Ransom                 | Member   | Palmerston North City Council           |
| Wiremu Te Awe Awe            | Member   | Mana Whenua – Ko Rangitāne o Manawatū   |
| Sandy Keen                   | Member   | Accident Compensation Corporation       |
| Belinda Bidois               | Member   | Department of Corrections               |
| Keith Hilson                 | Member   | Kāinga Ora - Homes and Communities      |
| Ian King                     | Member   | Fire and Emergency New Zealand          |
| Lynn Horgan & Angela Rainham | Member   | MidCentral District Health Board        |
| Richard Fry                  | Member   | Ministry of Social Development          |
| Karl Signal                  | Member   | Ministry of Education                   |
| Richard Lloyd                | Member   | Massey University                       |
| Ross Grantham                | Member   | New Zealand Police                      |
| Mike Fletcher                | Member   | Oranga Tamariki - Ministry for Children |
| Monica Miranda               | Member   | Oranga Tamariki - Ministry for Children |
| Gavin Smith                  | Member   | Oranga Tamariki - Ministry for Children |
| Steve Williams               | Member   | Palmerston North Safe City Trust        |
| Rewai Te Kahu                | Member   | New Zealand Defence Force               |

## ROLES AND OBJECTIVES

The overarching role of the SAB is to provide strategic oversight, leadership and advice about how to improve local safety, as a contribution to wellbeing. This role includes monitoring the city's progress towards safety. The SAB is an inclusive and participatory board, that works with multiple partners (i.e. community organisations, government agencies, businesses and local government) to ensure improved co-ordination and collaboration of effort. The board has renewed its commitment to providing outcome-focused governance and leadership. This plan is a direct result of its renewed commitment.

SAB objectives are:

- Taking a holistic, root-cause, and broad-brush approach to creating a Safe City for our residents and visitors' wellbeing.
- Gathering and sharing information on safety trends, determining priorities and identifying programmes that will help "turn the curve" towards better safety and wellbeing outcomes.
- Establishing and strengthening effective partnerships with others working towards improving safety and wellbeing.

- Raising awareness, commitment and motivation to promote safety and wellbeing within organisations and throughout the community.
- Championing policy and legislative change that supports improved community safety and wellbeing.
- Guiding and supporting organisations to develop effective safety interventions that target high risk and vulnerable groups.
- Enabling Palmerston North to meet the International Safe Community criteria under Safe Communities Foundation New Zealand accreditation requirements and maintain its Safe City Accreditation.



## SAFE COMMUNITIES AND HOW IT RELATES TO THE SAB

Palmerston North is an accredited Safe Community through the Pan Pacific Safe Community Network. Palmerston North was accredited as a Safe City in 2014 and recredited in 2019. The SAB leads the accreditation process.

Safe Communities are city-wide networks that support wellbeing, placemaking, resilience and injury/violence prevention initiatives. This is a global model, which is recognised by the World Health Organisation as an effective intervention that improves community wellbeing and reduces the burden of injury experienced by individuals, families, whānau and communities.

The Safe Communities concept and approach resonates with the SAB in several ways. First, the overarching concept aligns with SAB's values and philosophies of whanaungatanga (relationships) manaakitanga (respect, care and support) and tino rangatiratanga (self-determination and autonomy). Implementation of these values are part of the SAB's practical demonstration of opportunities pursuant to Te Tiriti.

The manifesto for Safe Communities states that "All human beings have an equal right to health and safety"<sup>3</sup>. This statement resonates with the SAB because we are committed to equity (as a Te Tiriti principle). Further, it supports the intent of the Local Government Amendment Act 2018, which reintroduced four wellbeing priorities, which are to promote the social, economic, environmental, and cultural wellbeing of communities, in the present and future. Overall, in our view, the Safe Communities model is well placed to address the requirement of local government to address these four wellbeing areas, in particular the social and cultural aspects.

### Accreditation

During the 2019 recreditation assessment, the review team identified eight areas that would further assist Palmerston North's continuous-improvement approach to community safety. The recommendations were:

- 1) Develop an internal and external communication plan that complements the outcome framework and workplan.
- 2) Consider formalising relationships and engagement with the business sector.
- 3) In the development of a new Palmerston North Strategy to Reduce Alcohol-Related Harm, take a strategic approach by developing some priority areas for action. Likewise, that the development of a Local Alcohol Policy is focused on the minimisation of alcohol-related harm.
- 4) Continue to maintain a focus on high-risk groups and environments, either through a settings or population-based approach with consideration given to at-risk populations, i.e. older adults, youth, Māori and new migrants.

- 5) The Palmerston North Safe City Coordinator maintains the database of all community safety programmes operating within the city/ mapping the programmes to the priority areas.
- 6) Continue to conduct priority-setting exercises within the chosen priority areas:
  - a) Ensuring the community voice is heard.
  - b) Asking who else needs to be involved in within this workstream.
  - c) How programmes delivered relate to issues identified.
  - d) How programmes selected are evidence-based i.e. not just the data that informs programme development but that programmes selected are based on proven or promising strategies.
- 7) That the SAB continue to look at governance and priority areas and determine a process/structure for the NGO sector to participate.
- 8) That PNCC updates and maintains a link of their website relating to community safety and Safe Community status.

In response, the SAB agreed to action the following:

- Review the board's Terms of Reference [completed].
- Develop a communications strategy, including an identity brand and web presence [completed].
- Implement a Results-Based Accountability™ (RBA)<sup>4</sup> approach to the SAB, mentored by industry professionals [this plan].

All of these actions have and/or are being implemented through this plan.



<sup>3</sup> <https://isccc.global/history>

<sup>4</sup> Friedman, M. (2005) Trying Hard Is Not Good Enough. Trafford Publishing: Canada.



## RESULTS BASED ACCOUNTABILITY AND HOW IT RELATES TO THE SAB

Because we are committed to being outcome-focused, we developed an outcome framework with metrics to guide our mahi. RBA is an outcome methodology that is used internationally and domestically. It has been a preferred framework in New Zealand since 2010. It is the methodology we have adopted towards being an outcome-driven board and to help shape an effective network of 'Safe City' champions.

RBA comprises three key concepts, which are categorised as 2-3-7<sup>5</sup>:

- 2 types of Accountability - Population and Performance
- 3 types of Performance Measures
- 7 questions which enables Ends (Outcome) to Means (Implementation) thinking.

Each of these are described briefly below. We are developing a common language across our movement so that we can speak to each other, not past other. The kōrero below is part of sharing our new common language:

- **Population Accountability** - is about results or outcomes for a whole population of people, who are also usually defined by a geographic area (e.g. people who live in a community, families who live in a city, citizens of a country). As these outcomes are high-level and involve the wellbeing of a whole population, accountability for achieving these is always shared across multiple partners who have come together and work towards a common purpose. Population outcomes are measured using data, which are called Indicators.
- **Performance Accountability** - focuses on client outcomes (compared with whole-of-population outcomes). As these outcomes are specific to defined clients of a service, organisation or agency (for example), accountability is held by that organisation or agency for improving their client outcomes<sup>6,7</sup>. Client outcomes and service delivery outputs are measured using Performance Measures.
- **Performance Measures** – there are three types. They measure the quantity and quality of delivery effort and the quantity and quality of effect; also known as client outcomes. The three measures are generally referred to: How much did we do (quantity of effort); how well did we do it (quality of effort); and is anyone better off (quantity and quality of effect)? Performance measures are a prudent mix of effort-based metrics (often referred to as outputs, experience or process measures) and effect-based metrics, which focus on client outcomes.

- **7 Questions** - a key part of the utility of RBA occurs post-design of the outcome framework and involves using indicator and/or performance measurement data to drive success. SAB advisors, Shea Pita & Associates, describe the practical use of the 7 Questions as a critical success factor. The 7 Questions (and in particular, questions 4-7) introduce a common way of thinking that enables organisations to unpack their data to understand causal factors or drivers (question 4), identify partners (question 5), understand what works (question 6) and then use all of that information to support decision-making about effective strategies and actions (question 7).

It is important to note that the SAB applied RBA only at a Population Accountability level to support the development of this strategic plan and to reinvigorate its collective impact approach with multiple partners. In time, SAB will seek to introduce Performance Accountability, but this will be staged and will take longer than five years.<sup>8</sup>

## DESIGNING OUR NEW OUTCOME FRAMEWORK

Between February and July 2020 Sharon Shea, of Shea Pita & Associates<sup>9</sup>, facilitated multiple workshops with the SAB, ranging from RBA training and population outcome framework design through to strategic planning. During these workshops, it was agreed that the board wanted to focus on root causes if it hoped to effect sustainable change and that the priority areas needed to be more directly relevant to the focus of the various agencies and partners represented on the board.

In September 2020, Shea Pita and Council RBA practitioners, co-facilitated an action-planning workshop with multiple ecosystem partners in Palmerston North. The objective of the workshop was to apply the 7 Questions and generate multi-partner consensus around a set of strategies that, if implemented well, will support Palmy to become a safer city.

This (updated) plan is a direct reflection of the multiple workshops held between February and September 2020.

## ALIGNING OUR OUTCOME FRAMEWORK WITH WHĀNAU ORA AND COLLECTIVE IMPACT

In February 2021, the WOSIDG (Whānau Ora Strategic Innovations and Development Group) suggested we align our plan with the Whānau Ora outcomes framework and the Collective Impact implementation methodology.<sup>10</sup> Alignment supports a city-wide commitment to family wellbeing and a collective commitment to results.

Our outcome framework and implementation approach was enhanced to show how our approach contributes to Whānau Ora and we have incorporated the Collective Impact approach into our implementation plan.

<sup>5</sup> Shea Pita & Associates Ltd, who are New Zealand's leading RBA trainers and advisor to SAB, emphasise 2-3-7 as a critical success factor to understanding and successfully applying RBA.

<sup>6</sup> Note that accountability must be applied in fair and reasonable ways, taking into account the complexities of attribution and client agency. This will be reliant on mature contract and performance management aligned with prudent use of the 7 Questions outlined in the RBA methodology.

<sup>7</sup> Note that performance accountability also applies at a Systems level. Systems-level outcome framework design is not yet in scope for the SAB.

<sup>8</sup> Some community groups which are funded by PNCC through Strategic Priority Grants are partners of the SAB and this RBA approach. These groups have developed performance accountabilities.

<sup>9</sup> [www.sheapita.co.nz](http://www.sheapita.co.nz)

<sup>10</sup> [https://ssir.org/articles/entry/collective\\_impact](https://ssir.org/articles/entry/collective_impact). Accessed February 2021.

# WĀHANGA TORU: OUR OUTCOME FRAMEWORK

This section of our plan outlines our outcome framework (introduced in Wāhanga Rua).

Our population outcome framework is on following page.

The co-designed population outcomes framework clearly articulates what “good” would look like for the SAB and ecosystem partners linked to a Safe City. The framework comprises:

- A Population Outcome – referred to as Vision, which is “Palmerston North is a Safe City”

- Experience Statements – descriptions of what the future could look like linked to our Vision.
- Focus Areas – that are sourced from our Vision with supplementary experience statements for each area.
- Indicators – 12 pieces of data that are mapped to Focus Areas and align to our Vision (Population Outcome), which will enable the SAB and partners to measure success at a population level

The SAB has agreed to prioritise planning for six Indicators in the 2020-2021 year. These indicators are:

| Focus Area        | Category                    | Indicator   | Source  |
|-------------------|-----------------------------|---|---|
| <b>Youth</b>      | Mental Health               | % of children (0-14) diagnosed with mental health disorders (depression, anxiety disorder) in Palmerston North. | NZ Health Survey. Regional Results. Ministry of Health. |
| <b>Resilience</b> | Safety & Loneliness         | % of people feeling safe or very safe in Palmerston North.  | NZ Wellbeing Survey. Statistics NZ.                     |
| <b>Housing</b>    | Public housing waiting list | # of people on the Housing New Zealand Corporation waiting list in Palmerston North.                            | HNZC (MSD).   |
| <b>Crime</b>      | Family Harm                 | Total # of family harm investigations for Palmerston North.   | Ministry of Justice.                                    |
| <b>Health</b>     | Access to primary care      | % of adults who experienced 1 or more unmet needs for primary health in the past 12 months.                     | NZ Health Survey. Regional Results. Ministry of Health. |
| <b>Safety</b>     | Road Safety                 | # of road crash recorded by ACC (claims) and Police (crashes) for Palmerston North.                             | Waka Kotahi (NZTA), Police, ACC.                        |

In 2020-2021, additional “turn the curve” workshops will be held for the remaining six indicators to determine strategies and actions (see our Action Plan for more detail).

# OUTCOMES FRAMEWORK

## OUR VISION IS THAT PALMERSTON NORTH IS A SAFE CITY.

People will feel safe, secure, connected and valued as a member of the community. People in our communities will live in healthy homes, have positive relationships and will feel empowered to seek out educational opportunities and work in jobs of their choice. They will have a sense of place, belonging and hope. In times of emergency or stress our communities will be cohesive and resilient. Residents will know how to keep themselves safe and will collectively act in support of the wider community.

We will contribute to this vision by focussing on 6 areas and will monitor progress through 12 indicators.



### YOUTH

#### This means:

Our youth believe in their future, are able to leave school with qualifications and live a life free from offending.

#### Indicators:

- Mental wellbeing
- Educational achievement
- Youth offending



### RESILIENCE

#### This means:

Communities are connected and people feel safe in their home.

#### Indicators:

- Neighbourhood connectedness
- Safety and loneliness



### HOUSING

#### This means:

Everybody has the right to affordable housing.

#### Indicators:

- Waiting lists for social housing



### CRIME

#### This means:

People are safe from family harm and crime.

#### Indicators:

- Family harm
- Unlawful entry and theft



### HEALTH

#### This means:

Our community feels strong and resilient and is able to build coping mechanisms to manage stress.

#### Indicators:

- Mental wellbeing
- Access to primary care



### SAFETY

#### This means:

People's driving and workplace behaviours allow them to return home safe from harm.

#### Indicators:

- Work place injuries
- Road Safety

Figure 1: Palmy Safe City Population Outcome Framework

# WĀHANGA WHĀ: OUR ACTION PLAN

| Focus Area | Category | Indicator | Action(s)  |
|------------|----------|-----------|--|
| All        | All      | All       | 1. Create, invest in and implement a multi-year “Turn the Curve (TTC) Movement”, with a dedicated ecosystem of multiple partners, including the community, working together to achieve the population outcomes and turn the indicator curves in the right direction. Our key message: Palmy Safe City outcomes are everyone’s responsibility and Palmy is a Safety City. Note that this set of common actions includes Collective Impact methodology. <sup>11</sup> This will include: |
|            |          |           | 1.1. Annual, detailed current-state snapshots of local investment and services – complete annual TTC snapshots of Indicators to update and help partners’ understand what works, associated service delivery and service-level outcomes (Performance Accountability) with a line-of-sight to the population outcomes and indicators. (1,2,3,5)   |
|            |          |           | 1.2. A shared communications plan, to share the SAB partnership work and enrol new partners. (1,4,5)   |
|            |          |           | 1.3. Active campaign management including regular TTC sessions – support active and regular engagement of partners to identify, implement and monitor joined-up actions. This includes shared administrative support, shared governance, common metrics, shared monitoring/ reporting and proactive TTC working groups (with suitable support infrastructure). (1-5)   |
|            |          |           | 1.4. A shared reporting framework –enhancing accountability for partner performance to the community and to each other. (1,2)  |
|            |          |           | 1.5. A shared research and development agenda – that supports improving the outcome and better use of existing research with more effective dissemination for applied use. (1,3,4,5)   |
|            |          |           | 1.6. A focus on data and digital – work with partners to ensure data and its supply is of the highest quality and design. This includes the potential for sharing digital platforms that create turning curves and joined-up strategy that is easier to design, implement and monitor. (1-5)   |
|            |          |           | 1.7. A focus on leadership development – seek to build TTC leadership, at multiple levels, across multiple partners – starting with agency and NGO governance and CEOs. (1-5)  |
| All        | All      | All       | 2. Develop and implement a multi-year, future-focused position on equity and Te Tiriti o Waitangi opportunities – for all populations who need our support the most; including strategies that support Māori equity and wellbeing that recognise Māori as tangata whenua and Te Tiriti partners. This includes Whānau Ora analysis and alignment. (1-5)  |
| All        | All      | All       | 3. Develop and implement a partnered Investment approach – understand the possibility of joined-up investment and collaborative commissioning of strategic actions and potentially new services linked to turning the population data curves and in turn, service levels. (1,3)  |

This section outlines a five-year action plan designed to progress the outcomes framework.

Our strategy on a page is outlined in Appendix 1.

Below we set out common and unique actions 2019-2024 per Focus Area and Indicator:

<sup>11</sup> Collective Impact methodology has 5 core components: 1. A common agenda. 2. Shared measurement systems. 3. Mutually reinforcing activities. 4. Continuous communication. 5. A backbone support organisation. Each of these are colour-coded in this "all actions" component of this plan for ease of identification. RBA and Collective Impact are complementary methodologies that are often used in tandem. RLG (2011) Achieving "Collective Impact" with RBA. [RLG: USA].

| Lead  | 2019/2020 | 2020/2021            | 2021/2022 | 2022/2023 | 2023/2024 |
|---|-----------|----------------------|-----------|-----------|-----------|
| SAB   | Create    | Implement            | Implement | Implement | Implement |
| PNCC<br>FOCUS AREAS &<br>INDICATOR LEADS        | Develop   | Refresh              | Refresh   | Refresh   | Refresh   |
| SAB   | Develop   | Implement            | Implement | Implement | Implement |
| SAB<br>PNCC<br>FOCUS AREAS &<br>INDICATOR LEADS | Prepare   | Implement            | Refresh   | Refresh   | Refresh   |
| SAB   | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
| SAB<br>ECOSYSTEM<br>PARTNERS                    |           | Prepare              | Implement | Implement | Implement |
| SAB<br>ECOSYSTEM<br>PARTNERS                    | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
| SAB<br>PNCC<br>ECOSYSTEM<br>PARTNERS            | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
| SAB<br>PNCC                                     |           | Develop              | Refresh   | Refresh   | Refresh   |
| SAB<br>ECOSYSTEM<br>PARTNERS                    | Prepare   | Develop<br>Implement | Implement | Implement | Implement |



# WĀHANGA WHĀ: OUR ACTION PLAN

| Focus Area | Category                    | Indicator  | Action(s)   |
|------------|-----------------------------|--|---|
| All        | All                         | All  | 4. Develop and implement a Palmy TTC Innovation Fund – prioritising cross-partner investment in TTC strategies and actions across multiple years. (1,3)   |
| All        | All                         | All  | 5. Develop and implement agreed system improvement actions – look to work with multiple partners to understand and advocate for systems-level change and improvements specific to turning the indicator curves. Create an annual Systems Change Management Plan that clarifies actions that might range from new and targeted city-wide policy through to common workforce and provider development actions and partnering with Whānau Ora. (1,3,5) |
|            |                             |  | 6. Complete TTC workshops – for the remaining six indicators and develop action plans. (1-5)  |
| Youth      | Mental Health               | Number of self-harm presentations to ED from Palmerston North youth (10 – 24 year olds). | 1. Co-identify and implement new strategies to join-up existing services that are effective and making a positive difference.   |
|            |                             |  | 2. Co-invest in scaling agreed services that deliver outcomes.  |
|            |                             |  | 3. Co-identify early intervention opportunities including providing more prevention and strength-based/resilience programmes.   |
|            |                             |  | 4. Co-identify how to support the education system to support children and youth early.   |
|            |                             |  | 5. Co-create a “challenge” to support people, organisations, and systems to “step up and pick up” our children and youth who might be more susceptible to anxiety and depression.   |
| Resilience | Safety & Loneliness         | % of people feeling safe or very safe in Palmerston North.                               | 1. Co-create and implement targeted neighbourhood events e.g. Street & Neighbourhood BBQs, Know My Neighbour.   |
|            |                             |  | 2. Co-create and implement a dedicated communications and media campaign that supports good news and strengths-based stories.   |
|            |                             |  | 3. Co-innovate by developing neighbourhood strategies that link multiple-services to neighbourhood needs (adapting place-based planning to Palmy neighbourhood TTCs).   |
| Housing    | Public housing waiting list | # of people on the Housing New Zealand Corporation waiting list in Palmerston North.     | 1. Co-invest in targeted community education campaigns and programmes.  |
|            |                             |  | 2. Co-advocate for change, particularly linked to agreed supply and demand factors including new ways of cutting the red-tape to reduce regulatory barriers and incentivise “social good” developers.   |
|            |                             |  | 3. Co-create and support local private-public sector partnerships.  |
|            |                             |  | 4. Co-identify ways to work with providers of skills supply (e.g. trades, builders) to support a sustainable workforce development pipeline.  |



| Lead                         | 2019/2020 | 2020/2021            | 2021/2022             | 2022/2023 | 2023/2024 |
|------------------------------|-----------|----------------------|-----------------------|-----------|-----------|
| SAB<br>ECOSYSTEM<br>PARTNERS | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
| SAB<br>ECOSYSTEM<br>PARTNERS | Prepare   | Develop              | Implement             | Implement | Implement |
| -                            | -         | Complete             | Complete<br>Implement | Implement | Implement |
| DHB (CAFS)                   | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
| PNCC                         | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
| KO                           | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |
|                              | Prepare   | Develop<br>Implement | Implement             | Implement | Implement |




# WĀHANGA WHĀ: OUR ACTION PLAN

| Focus Area    | Category               | Indicator   | Action(s)  |
|---------------|------------------------|---|--|
| <b>Crime</b>  | Family Harm            | Total # of family harm investigations for Palmerston North. December 2017-July 2020.          | 1. Co-invest in scaling agreed services that deliver outcomes to whānau/families.  |
|               |                        |   | 2. Co-create and implement a dedicated communications and media campaign that supports good news and strengths-based stories.  |
|               |                        |   | 3. Co-understand early intervention strategies that break the cycle linked to intergenerational cycles of family harm behaviours.  |
|               |                        |   | 4. Co-invest in understanding and sharing best practice.   |
| <b>Health</b> | Access to primary care | % of adults who experienced one or more unmet needs for primary health in the past 12 months. | 1. Co-identify the most important “top 3” barriers to tackle as multiple partners.   |
|               |                        |   | 2. Co-seek additional national funding to meet refugee and migrant unmet need.   |
|               |                        |   | 3. Co-invest in a local education campaign to support increased skills and knowledge about how to access services and how to optimise subsidies for access.                                |
|               |                        |   | 4. Co-identify new digital technology.   |
|               |                        |   | 5. Contribute to the development of a refreshed Palmerston North Health and Wellbeing Plan which includes strategies and actions focused on improving equity of access to health services. |
| <b>Safety</b> | Road Safety            | # of road crash recorded by ACC (claims) and Police (crashes) for Palmerston North.           | 1. Co-invest resources to promote safer driver behaviours (drive to speed limit, drive alcohol-free, take care around intersections, stay attentive with no distractions).                 |
|               |                        |   | 2. Actively support key road stakeholders in Palmerston North to deliver on their annual plans and contracts.  |
|               |                        |   | 3. Co-invest in local driver education programmes targeting vulnerable road users (cycles, motorcycles, pedestrians).  |
|               |                        |   | 4. Co-invest in local driver education programmes targeting high-risk drivers to (20-29 year olds, male).  |

| Lead | 2019/2020 | 2020/2021            | 2021/2022 | 2022/2023 | 2023/2024 |
|------|-----------|----------------------|-----------|-----------|-----------|
| NZP  | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
| DHB  | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
| ACC  | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |
|      | Prepare   | Develop<br>Implement | Implement | Implement | Implement |

## OUR STRATEGY ON A PAGE

# STRATEGIC OUTCOMES ACTION PLAN 2019-2024

|  |  |  |   |
|--|--|--|---|
| <b>OUR VISION AND POPULATION OUTCOME</b>   | <b>PALMERSTON NORTH IS A Safe City</b>   |  |   |
| <b>WHAT GOOD LOOKS LIKE IN THE FUTURE?</b>   | People will feel safe, secure, connected, and valued as a member of the community. People in our communities will have a choice. They will have a sense of place, belonging and hope. In times of emergency or stress, our communities will be able to respond effectively.  |  |   |
| <b>OUR FOCUS AREAS</b>   |  <b>YOUTH</b>   |  <b>RESILIENCE</b>   |  <b>HOUSING</b>  |
| <b>OUR PRIORITY INDICATORS (AND DIRECTION WE WANT THE DATA TO GO IN)</b>   | <b>6/12 Priority Indicators</b><br>1. Number of self-harm presentations to ED from Palmerston North youth (10 – 24 year olds) (↓)  | 2. % people feeling safe or very safe (↑)  | 3. # applicants on the Public Housing List (↓)  |
| <b>ACTIONS THE SAFETY ADVISORY BOARD WILL LEAD, OR SUPPORT OTHER PARTNERS TO IMPLEMENT, TO ACHIEVE POSITIVE OUTCOMES</b> | <b>Common actions across all indicators</b> <ol style="list-style-type: none"> <li>Create, invest in and implement a multi-year “Turn the Curve (TTC) Movement”, with a dedicated ecosystem of support and direction. Our key message: Palmy Safe City outcomes are everyone’s responsibility and Palmy is a Safe City.</li> <li>Annual, detailed current-state snapshots of local investment and services – complete annual TTC snapshot (with a line-of-sight to the population outcomes and indicators).</li> <li>A shared communications plan, to share the SAB partnership work and enrol new partners.</li> <li>Active campaign management including regular TTC sessions – support active and regular engagement metrics, shared monitoring/reporting and proactive TTC working groups (with suitable support infrastructure).</li> <li>A shared reporting framework – enhancing accountability for partner performance to the community and the SAB.</li> <li>A shared research and development agenda – that supports improving the outcome and better use of data.</li> <li>A focus on data and digital – work with partners to ensure data and its supply is of the highest quality and is implemented and monitored.</li> <li>A focus on leadership development – seek to build TTC leadership, at multiple levels, across multiple partners.</li> <li>Develop and implement a multi-year, future-focused position on equity and Te Tiriti o Waitangi opportunities – tangata whenua and Te Tiriti partners.</li> <li>Develop and implement a partnered Investment approach – understand the possibility of joined-up investment across service levels.</li> <li>Develop and implement a Palmy TTC Innovation Fund – prioritising cross-partner investment in TTC strategies.</li> <li>Develop and implement agreed system improvement actions – look to work with multiple partners to understand and implement a Management Plan that clarifies actions that might range from new and targeted city-wide policy through to co-developed actions.</li> <li>Complete TTC workshops – for the remaining six indicators and develop action plans.</li> </ol> |  |   |
|  | <b>YOUTH – MENTAL HEALTH (INDICATOR 1)</b>   | <b>RESILIENCE – FEELING SAFE (INDICATOR 2)</b>   | <b>HOUSING - PUBLIC HOUSING (INDICATOR 3)</b>   |
|  | <ol style="list-style-type: none"> <li>Co-identify and implement new strategies to join-up existing services that are effective and making a positive difference.</li> <li>Co-invest in scaling agreed services that deliver outcomes.</li> <li>Co-identify early intervention opportunities including providing more prevention and strength-based/resilience programmes.</li> <li>Co-identify how to support the education system to support children and youth early.</li> <li>Co-create a ‘challenge’ to support people, organisations, and systems to ‘step up and pick up’ our children and youth who may be more susceptible to anxiety and depression.</li> </ol>  | <ol style="list-style-type: none"> <li>Co-create and implement targeted neighbourhood events e.g. Street &amp; Neighbourhood BBQs, Know My Neighbour.</li> <li>Co-create and Implement a dedicated communications and media campaign that supports ‘good news’ and strengths-based stories.</li> <li>Co-innovate by developing neighbourhood strategies that link multiple-services to neighbourhood needs (adapting place-based planning to Palmy neighbourhood TTCs).</li> </ol> | <ol style="list-style-type: none"> <li>Co-invest in targeted education campaigns and programmes.</li> <li>Co-advocate for change particularly linked to age and demand factors in new ways of cutting through to reduce regulatory burden and incentivise ‘social developers’.</li> <li>Co-create and support private-public sector partnerships.</li> <li>Co-identify ways to work with providers of ‘skills support’ (trades, builders) to support a sustainable workforce development pipeline.</li> </ol> |

in healthy homes, have positive relationships, and will feel empowered to seek out educational opportunities and work in jobs of their cohesive and resilient. Residents will know how to keep themselves safe and will collectively act in support of the wider community.

|   |  |  |   |
|---|--|--|---|
|  | <b>CRIME</b><br>4. Total # family harm incidents (↓) |  <b>HEALTH</b><br>5. % adults (15+) who experienced one or more occasion of unmet primary health care needs (↓) |  <b>SAFETY</b><br>7. # of road crashes and ACC claims (↓) |
|---|--|--|---|

iple partners, including the community, working together to achieve the population outcomes and turn the indicator curves in the right s will include:

of Indicators to update and help partners' understand what works, associated service delivery and service-level outcomes (Performance

artners to identify, implement and monitor joined-up actions. This includes shared administrative support, shared governance, common

each other.

ng research with more effective dissemination for applied use.

sign. This includes the potential for sharing digital platforms that create turning curves and joined-up strategy that is easier to design,

rs – starting with agency and NGO governance and CEOs.

ill populations who need our support the most; including strategies that support Māori equity and wellbeing that recognise Māori as

d collaborative commissioning of strategic actions and potentially new services linked to turning the population data curves and in turn,

d actions across multiple years.

ind advocate for systems-level change and improvements specific to turning the indicator curves. Create an annual Systems Change n workforce and provider development actions and parnterning with Whānau Ora.

| NG  | CRIME – FAMILY HARM<br>(INDICATOR 4)  | HEALTH – PRIMARY CARE<br>(INDICATOR 5)  | SAFETY – ROAD SAFETY<br>(INDICATOR 6)   |
|---|---|---|---|
| unity<br><br>supply<br>ng<br>t-tape'<br>s,<br> <br>rships.<br>:h<br>:g. | 1. Co-invest in scaling agreed services that deliver outcomes to whānau/families.<br>2. Co-create and Implement a dedicated communications and media campaign that supports 'good news' and strengths-based stories.<br>3. Co-understand early intervention strategies that break the cycle linked to intergenerational cycles of family harm behaviours.<br>4. Co-invest in understanding and sharing best practice. | 1. Co-identify the most important 'top 3' barriers to tackle as multiple partners.<br>2. Co-seek additional national funding to meet refugee and migrant unmet need.<br>3. Co-invest in a local education campaign to support increased skills and knowledge about how to access services and how to optimise subsidies for access.<br>4. Co-identify new digital technology.<br>5. Contribute to the development of a refreshed Palmerston North Health and Wellbeing Plan which includes strategies and actions focused on improving equity of access to health services. | 1. Co-invest resources to promote safer driver behaviours (drive to speed limit, drive alcohol-free, take care around intersections, stay attentive with no distractions).<br>2. Actively support key road stakeholders in PN to deliver on their annual plans and contracts.<br>3. Co-invest in local driver education programmes targeting vulnerable road users (cycles, motorcycles, pedestrians).<br>4. Co-invest in local driver education programmes targeting high-risk drivers to (20-29 year olds, male). |





TERMS OF REFERENCE

|           |  |
|-----------|--|
| PROGRAMME | Palmerston North Safe Community  |
| TITLE     | Safety Advisory Board  |
| SUB TITLE | Terms of Reference   |
| VERSION   | Rev October 2020   |
| VISION    | Palmerston North is a city where people feel safe and are safe   |
| MISSION   | To work collectively with stakeholders to create a strong foundation for a connected and safe community. |

|                         |   |  |
|-------------------------|---|--|
| ROLE                    | <p>The role of the Palmerston North Safety Advisory Board is to work at a strategic level overseeing the activity and progress of community organisations, government agencies, businesses and local government in addressing local safety and wellbeing issues in a coordinated and collaborative way.</p>   |  |
| OBJECTIVES              | <ol style="list-style-type: none"> <li>1. Take a holistic, root-cause, and broad-brush approach to creating a safe city for our residents and visitors' wellbeing.</li> <li>2. Gather and share information on safety trends, determine priorities and identify programmes which will to help 'turn the curve' in order to achieve better safety and wellbeing outcomes.</li> <li>3. Establish and strengthen effective partnerships with others working towards improving safety and wellbeing.</li> <li>4. Raise awareness, commitment and motivation to promote safety and wellbeing within organisations and throughout the community.</li> <li>5. Champion policy and legislative change that supports improved community safety and wellbeing.</li> <li>6. Guide and support organisations to develop effective safety interventions that target high risk and vulnerable groups.</li> <li>7. Enable Palmerston North to meet the International Safe Community criteria under Safe Communities Foundation New Zealand accreditation requirements and maintain its Safe City Accreditation.</li> </ol> |  |
| ORGANISATION MEMBERSHIP | <p>The Palmerston North Safety Advisory Board will comprise of representatives :</p> <ul style="list-style-type: none"> <li>Palmerston North City Council (Mayor as ex-officio member)</li> <li>Representative for the Mayor (as the chair)</li> <li>Mana Whenua – Rangitane</li> <li>Accident Compensation Corporation</li> <li>Department of Corrections</li> <li>Fire and Emergency NZ</li> <li>Kainga Ora – Ministry for Housing</li> <li>Massey University</li> <li>MidCentral District Health Board</li> <li>Ministry of Education</li> <li>Ministry of Social Development</li> <li>New Zealand Defence Force</li> <li>New Zealand Police</li> <li>Oranga Tamariki – Ministry for Children</li> <li>Palmerston North SafeCity Trust</li> <li>Palmerston North City Council officers</li> </ul> <p>Other members may be included in the group as required.</p>   |  |
| INDIVIDUAL MEMBERS      | <p>Individual members shall:</p> <ul style="list-style-type: none"> <li>Attend regular meetings as required and actively participate in the group's work,</li> <li>Represent the interests of their organisation,</li> <li>Bring with them a genuine interest in the initiatives and the outcomes being pursued,</li> <li>Be an advocate for the Palmerston North Safety Advisory Board responsibilities and outcomes,</li> <li>Be committed to, and actively involved in, pursuing better safety outcomes for Palmerston North.</li> </ul> <p>Individual members can expect:</p> <ul style="list-style-type: none"> <li>That each member will be provided with complete, accurate and meaningful information in a timely manner,</li> <li>To be given reasonable time to make key decisions,</li> <li>To be alerted to potential risks and issues that could impact safety and wellbeing in Palmerston North,</li> <li>Open and honest discussions,</li> <li>Ongoing support from member organisations in advancing organisational outcomes.</li> </ul>  |  |





SAFETY ADVISORY BOARD

TERMS OF REFERENCE CONTINUED



|  |   |
|--|---|
| <b>PROXIES TO MEETINGS</b>                 | <p>Members of the Palmerston North Safety Advisory Board can nominate a proxy to attend a meeting if the member is unable to attend. The Chair will be informed of the substitution in advance of the meeting. The nominated proxy will provide relevant comments/feedback about the attended meeting to the Palmerston North Safety Advisory Board member they are representing.</p>   |
| <b>CHAIR</b>                               | <ul style="list-style-type: none"><li>• All meetings will be chaired by the Mayor's nominated representative.</li><li>• A Deputy Chair will be elected by members of the Board.</li></ul>   |
| <b>QUORUM REQUIREMENTS</b>                 | <ul style="list-style-type: none"><li>• The quorum is 8 members of the Board..</li></ul>  |
| <b>REPORTING</b>                           | <ul style="list-style-type: none"><li>• Members will be expected to report at each meeting of the Palmerston North Safety Advisory Board and then, report progress back to their parent organisation following the meeting.</li><li>• The Palmerston North Safety Advisory Board will report to the PNCC Community Development Committee at least annually.</li><li>• The Palmerston North Safety Advisory Board will make available a report to the public at least once in each 12 month period.</li></ul>  |
| <b>WORKSTREAMS</b>                         | <p>The Palmerston North Safety Advisory Board will identify priority workstreams and may develop subject matter expert groups to inform priorities and develop safety initiatives.</p> <p>The work of these workstreams will be reported to regular meetings of the Palmerston North Safety Advisory Board to ensure alignment of priority messages and campaigns.</p>  |
| <b>AGENDAS, MINUTES AND MEETING PAPERS</b> | <ul style="list-style-type: none"><li>• Logistical meeting support will be provided by Palmerston North City Council, including:<ul style="list-style-type: none"><li>– preparing agendas and supporting papers,</li><li>– preparing meeting notes and information,</li><li>– recording minutes.</li></ul></li><li>• A call for agenda items will be circulated by the Safety Advisory Board Coordinator to all Board Members.</li><li>• All agenda items will be forwarded to the Coordinator by close of business ten working days prior to the next scheduled meeting.</li><li>• The agenda, with attached meeting papers, will be distributed at least five working days prior to the next scheduled meeting,</li><li>• Full copies of the minutes, including attachments, will be provided to all members no later than ten working days following each meeting.</li></ul> |
| <b>FREQUENCY OF MEETINGS</b>               | <ul style="list-style-type: none"><li>• Meetings will be held every 6 weeks, on Thursdays from 10am-mid-day generally at the Palmerston North City Council building.</li></ul>  |
| <b>DECISION MAKING</b>                     | <ul style="list-style-type: none"><li>• By agreement of the group, out-of-session decisions will be deemed acceptable. Where agreed, all out-of-session decisions will be recorded in the minutes of the next scheduled meeting.</li><li>• Decisions made by consensus (i.e. members are satisfied with the decision even though it may not be their first choice). If not possible, the Chair will make the final decision.</li></ul>  |
| <b>TERM</b>                                | <p>This Terms of Reference will be reviewed annually for effectiveness and membership of the Safety Advisory Board.</p> <p>This Terms of Reference may be amended, varied or modified in writing after consultation and agreement by PNSAB members.</p>   |

## MEMORANDUM

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Safe City Portfolio Update (February)

**PRESENTED BY:** Councillor Patrick Handcock ONZM

### RECOMMENDATION(S) TO COMMUNITY DEVELOPMENT COMMITTEE

1. That the Safe City Portfolio Update Report for February 2021 presented to the Community Development Committee Meeting on 17 March 2021, be received for information.

#### 1. ISSUE

The Safe City Portfolio is reporting to the Community Development Committee for February 2021.

#### 2. BACKGROUND

The Safe City Portfolio members are encouraged to continue to update their goals and activities throughout the year.

#### 3. COMPLIANCE AND ADMINISTRATION

|   |     |
|---|-----|
| Does the Committee have delegated authority to decide?                              | Yes |
| Are the decisions significant?  | No  |
| If they are significant do they affect land or a body of water?                     | No  |
| Can this decision only be made through a 10 Year Plan?                              | No  |
| Does this decision require consultation through the Special Consultative procedure? | No  |
| Is there funding in the current Annual Plan for these actions?                      | No  |
| Are the recommendations inconsistent with any of Council's policies or plans?       | No  |
| The recommendations contribute to Goal 3: A Connected and Safe Community            |     |

ITEM 10

| The recommendations contribute to the outcomes of the Connected Community Strategy                 |   |
|--|---|
| Contribution to strategic direction and to social, economic, environmental and cultural well-being | Active Citizenship Plan – the portfolios provide an opportunity for Elected Members to report on their engagement with organisations in their sector. |

**ATTACHMENTS**

1. Portfolio Report [↓](#) 



## MEMORANDUM

**TO:** COMMUNITY DEVELOPMENT COMMITTEE

**FROM:** CR PATRICK HANDCOCK  
LEAD COUNCILLOR SAFE CITY

**SUBJECT:** PORTFOLIO UPDATE: FEBRUARY 2021

**DATE:** FEBRUARY 18<sup>TH</sup> 2021

**CC:** MAYOR

### PORTFOLIO MEMBERSHIP

Cr Vaughan Dennison, Cr Brent Barrett and Cr Patrick Handcock (Lead).

### PORTFOLIO SCOPE

Goal 3: A connected and safe community.

### PORTFOLIO GOALS

- Coordinating and facilitating the work of the Safety Advisory Board.
- Building resilience and disaster preparedness for civil defence and emergency situations.
- Meeting regulatory responsibilities.
- Maintaining Palmerston North's Safe City Accreditation.

### RECOMMENDATIONS FOR CONSIDERATION

N/A



## ACTIVITY SUMMARY

| Short description  | Stakeholder<br>(group, indiv etc) | Engagement type<br>(event, discussion etc) | Members<br>(note who attended) |
|--|-----------------------------------|--|--------------------------------|
| 16 October: Launch of Safe Trading Zone, Te Marae o Hine, The Square. Photo-shoot with Police. | Stakeholder                       | Media/initiative launch                    | PH                             |
| 22 October: Safety Advisory Board (SAB) Meeting  | Stakeholders                      | Meeting/discussion & planning              | PH                             |
| 29 October: NZ Police awards ceremony  | Community partner                 | Ceremonial & engagement                    | PH & BM                        |
| 19 November: PN Neighbourhood Support Board meeting  | Community partner                 | Discussion/planning                        | PH                             |
| 23 November: SAB agenda meeting  | Council officers/PH               | Discussion                                 | PH                             |
| 24 November: PN Neighbourhood Support project 'Outreach' meeting                               | PNNHS Outreach sub-committee      | Discussion/planning                        | PH                             |
| 3 December: SAB Meeting  | Stakeholders                      | Meeting/discussion & planning              | PH                             |
| 4 December: Meeting with Chairperson of PNNHS  | Community partner                 | Discussion                                 | PH                             |
| 9 December: Retailer/ Stakeholder/PNCC/SAB meeting re Street People issues                     | Community/stakeholders/ PNCC/SAB  | Discussion                                 | PH/LH                          |
| 11 December: Strategic planning session - SAB  | Stakeholders                      | Discussion/planning                        | PH                             |



|  |  |  |    |
|--|--|--|----|
| 17 December: Launch of City Ambassador programme   | PNCC/SAB/Police & Ambassadors  | Media – launch of safety initiative  | PH |
| 22 December: Informal meeting with NZ Police Area Commander – Inspector Cliff Brown                                | Community partners   | Discussion   | PH |
| 2 February 2021: Burglary Prevention Hui @ Whakapai Hauora   | Police and stakeholders including Rangitane, Ora Kōnnect & Council Community staff | Discussion and launch of burglary prevention initiative for Highbury & Westend communities | PH |
| 12 February: SAB presentation of SAB strategic plan to Whanau Ora Strategic Innovations Development Group (WOSIDG) | Community partners/ Rangitane/Council and SAB                                      | Presentation & feedback  | PH |
| 18 February: SAB Meeting   | Community partners   | Board meeting  | PH |

## ISSUES SUMMARY

- Strategic Planning is nearing completion.
- NHS Board continues to consolidate and grow its strategic capability. 'Outreach' sub-committee work has now been incorporated to NHS BAU. (Support to our challenged communities and neighbourhoods).
- SAB and NHS are building relationships, partnerships and alignment with WOSIDG and Ora Kōnnect.
- Nil support required for Covid-19 response.



## MEMORANDUM

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Neighbourhoods, Villages & Rural Portfolio Update (March)

**PRESENTED BY:** Councillor Bruno Petrenas

### RECOMMENDATION(S) TO COMMUNITY DEVELOPMENT COMMITTEE

1. That the Neighbourhoods, Villages & Rural Portfolio update report for March 2021 presented to the Community Development Committee Meeting on 17 March 2021, be received for information.

#### 1. ISSUE

The Neighbourhoods, Villages & Rural Portfolio is reporting to the Community Development Committee for March 2021.

#### 2. BACKGROUND

The Neighbourhoods, Villages & Rural Portfolio members are encouraged to continue to update their goals and activities throughout the year.

#### 3. COMPLIANCE AND ADMINISTRATION

|   |     |
|---|-----|
| Does the Committee have delegated authority to decide?                              | Yes |
| Are the decisions significant?  | No  |
| If they are significant do they affect land or a body of water?                     | No  |
| Can this decision only be made through a 10 Year Plan?                              | No  |
| Does this decision require consultation through the Special Consultative procedure? | No  |
| Is there funding in the current Annual Plan for these actions?                      | No  |
| Are the recommendations inconsistent with any of Council's policies or plans?       | No  |
| The recommendations contribute to Goal 3: A Connected and Safe Community            |     |

ITEM 11

| The recommendations contribute to the outcomes of the Connected Community Strategy                 |   |
|--|---|
| Contribution to strategic direction and to social, economic, environmental and cultural well-being | Active Citizenship Plan – the portfolios provide an opportunity for Elected Members to report on their engagement with organisations in their sector. |

**ATTACHMENTS**

1. Portfolio Report [↓](#) 



## MEMORANDUM

**TO:** COMMUNITY DEVELOPMENT COMMITTEE

**FROM:** CR BRUNO PETRENAS  
LEAD COUNCILLOR NEIGHBOURHOODS, VILLAGES & RURAL

**SUBJECT:** PORTFOLIO UPDATE: MARCH 2021

**DATE:** MARCH 1<sup>ST</sup> 2021

**CC:** MAYOR

### PORTFOLIO MEMBERSHIP

Cr Dennison, Cr Handcock, Cr Meehan and Cr Petrenas (Lead)

### PORTFOLIO SCOPE

City neighbourhoods Awapuni, Highbury, Kelvin Grove, Milson, Roslyn and other community centres; villages of Ashhurst, Bunnythorpe, Linton, Longburn as well as surrounding rural communities; land transport.

### PORTFOLIO GOALS

To enable more effective sector engagement between the Council and the community.  
Identify issues within the specific community that need to be addressed.

### RECOMMENDATIONS FOR CONSIDERATION

N/A



**ACTIVITY SUMMARY**

| <b>Short description</b>     | <b>Stakeholder<br/>(group, indiv etc)</b>  | <b>Engagement type<br/>(event, discussion etc)</b> | <b>Members<br/>(note who attended)</b> |
|------------------------------|--|--|--|
| Bunnythorpe Community Update | Stakeholder group and any other Crs who might want to engage with a specific community | Councillor information                             | Cr. Baty, Mayor, Cr. Petrenas          |

**ISSUES SUMMARY**

1. The new Bunnythorpe Community Centre is underway with completion expected to be in mid-July.
2. The Bunnythorpe Community Committee has a new Chairperson, Rebekah Mudford.
3. The BCC will be adding additional items to the infrastructure action sheet.
4. There has been considerable vandalism in the form of graffiti over the past few weeks and this will be followed up by other Councillors.
5. Roading matters are of considerable concern to the people of Bunnythorpe especially as to how any new roads will impact on the village.
6. Next Public meeting will be held on April 13th at 7.30pm at the Bunnythorpe School.



## MEMORANDUM

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** People and Community Portfolio Update (March)

**PRESENTED BY:** Councillor Lorna Johnson

### RECOMMENDATION(S) TO COMMUNITY DEVELOPMENT COMMITTEE

1. That the People and Community Portfolio Update Report for March 2021 presented to the Community Development Committee Meeting on 17 March 2021, be received for information.

#### 1. ISSUE

The People and Community Portfolio is reporting to the Community Development Committee for March 2021.

#### 2. BACKGROUND

The People and Community Portfolio members are encouraged to continue to update their goals and activities throughout the year.

#### 3. COMPLIANCE AND ADMINISTRATION

|   |     |
|---|-----|
| Does the Committee have delegated authority to decide?                              | Yes |
| Are the decisions significant?  | No  |
| If they are significant do they affect land or a body of water?                     | No  |
| Can this decision only be made through a 10 Year Plan?                              | No  |
| Does this decision require consultation through the Special Consultative procedure? | No  |
| Is there funding in the current Annual Plan for these actions?                      | No  |
| Are the recommendations inconsistent with any of Council's policies or plans?       | No  |
| The recommendations contribute to Goal 3: A Connected and Safe Community            |     |

| The recommendations contribute to the outcomes of the Connected Community Strategy                 |   |
|--|---|
| Contribution to strategic direction and to social, economic, environmental and cultural well-being | Active Citizenship Plan – the portfolios provide an opportunity for Elected Members to report on their engagement with organisations in their sector. |

### **ATTACHMENTS**

1. Portfolio Report [↓](#) 



## MEMORANDUM

**TO:** COMMUNITY DEVELOPMENT COMMITTEE

**FROM:** CR LORNA JOHNSON  
LEAD COUNCILLOR PEOPLE AND COMMUNITY PORTFOLIO

**SUBJECT:** PORTFOLIO UPDATE

**DATE:** MARCH 1<sup>ST</sup> 2021

**CC:** MAYOR

### PORTFOLIO MEMBERSHIP

Cr Rachel Bowen, Cr Renee Dingwall, Cr Lew Findlay, Cr Pat Handcock, Cr Zulfiqar Butt, Cr Billy Meehan, Cr Lorna Johnson (Lead).

### PORTFOLIO SCOPE

Community sector, seniors and older persons, youth, multicultural, children and families, arts and culture.

### PORTFOLIO GOALS

To support a connected and safe community (Goal 3).

To engage with the community sector, strengthen relationships and identify opportunities and issues.

To support Palmerston North to be recognised as an Age Friendly City.

To support Palmerston North to be accredited as a Welcoming Community.

### RECOMMENDATIONS FOR CONSIDERATION

N/A



## ACTIVITY SUMMARY

The members of this portfolio have attended a wide range of events and meetings engaging with the community sector over the past 4 months. I am grateful for their commitment to the community.

| Short description   | Stakeholder<br>(group, indiv etc)               | Engagement type<br>(event, discussion<br>etc) | Members<br>(note who<br>attended) |
|---|---|---|-----------------------------------|
| Local History Week<br>Launch 1/11   | Manawatu<br>Heritage                            | Presentation                                  | RB LJ                             |
| Maihi Potaka,<br>Thermostat   | Arts sector                                     | Exhibition Opening                            | RB                                |
| Manawatu Theatre<br>Society AGM   | MTS   | AGM   | RB                                |
| Papaioea Festival of the<br>Arts lauch event 11/11                                  | Art sector,<br>sponsors, media,<br>stakeholders | Presentation,<br>networking                   | RB LJ ZB                          |
| Pirates of Penzance   | MTS, arts sector                                | Opening night                                 | RB                                |
| Ladies Night,<br>Centrepont.  | Centrepont, arts<br>sector                      | Opening night                                 | RB                                |
| Joseph and his Amazing<br>Technicolour<br>Dreamcoat, Wallace<br>Development Theatre | Act Three<br>Productions, arts<br>sector        | Opening night                                 | RB                                |
| Drag at Te Manawa   | Arts sector, Te<br>Manawa                       | Event   | RB                                |
| Creative Housing<br>Conversations   | Community                                       | Public presentation                           | RB LJ                             |
| Te Manawa Art Society<br>Xmas function  | TMAS, arts sector                               | Presentation from<br>societies.               | RB                                |

|   |   |  |             |
|---|---|--|-------------|
| Summer Shakespeare formal welcome, Square Edge                  | Artist in Residence scheme, stakeholders, sponsors  | Welcome, speeches  | RB LJ       |
| Thermostat closing  | Arts sector   | Exhibition, presentations.   | RB          |
| PlayMarket Book launch  | Centrepont, Arts sector                             | <i>Flagons and Foxtrots</i> by Alison Quigan and Ross Gumbley, and <i>The Pink Hammer</i> by Michele Amas. | RB          |
| The Last Five Years, The Globe                                  | Creative Communities Scheme, The Globe, Arts sector | Opening  | RB RD       |
| Summer Reading Finale 21/1                                      | Children and Families                               | Event  | RB LJ RD    |
| Relaunch of Square Edge Gallery spaces, Waitangi Exhibition 4/2 | Community Arts, Arts sector                         | Event  | RB LJ       |
| Waitangi Day commemoration at Te Marae o Hine 6/2               | Rangitane (Treat Partners) community                | Commemorative event  | RB LJ RD ZB |
| Maori Sidesteps, Centrepont                                     | Centrepont, Arts sector                             | Opening  | RB          |
| City at the Centre Book Launch                                  | Public  | Launch event   | RD          |
| Bikes In Schools Opening 15/10                                  | Awapuni School                                      | Launch event   | RD ZB       |
| Pasifika Centre (Bill Brown Park) Open Day                      | Pasifika  | Event  | RD LJ LF    |

|   |   |                   |             |
|---|---|-------------------|-------------|
| Spoke at Daffodil Day Luncheon  | Cancer Society Central Districts            | Fundraising Event | RD          |
| Pasifika Family Night   | Palmerston North Intermediate Normal School | Event             | RD          |
| Vagahau Niue and 46 <sup>th</sup> Pulafakamotu (Niue Language Week and 46 <sup>th</sup> Constitution Celebration) | Pasifika                                    | Event             | RD          |
| Civic Honours Ceremony  | Public                                      | Awards Ceremony   | RD ZB LF RB |
| Manawatu Jazz Festival (multiple shows)   | Public                                      | Event             | RD          |
| MANUKURA End of Year Achievement Ceremony   | MANUKURA                                    | Awards Ceremony   | RD          |
| Salusalu Fijian Community Workshop  | P.A.C.I.F.I.C.A                             | Event             | RD          |
| Spoke at Te Vaiaho o te Gagana Tokelau (Tokelau Language Week Celebration)  | Pasifika                                    | Event             | RD          |
| Heritage Week: Human Stories  | Public                                      | Event             | RD          |
| Manawatu Chamber of Commerce AGM  | MCoC  | AGM               | RD          |
| Exhibiting Samoa seminar  | Te Manawa                                   | Seminar           | RD          |



|   |                                |                   |             |
|---|--------------------------------|-------------------|-------------|
| Volunteer Recognition Event 2020 13/11  | Volunteer Central              | Awards Ceremony   | RD LJ ZB LF |
| Let's Talk Van: Bringing Brothers Together League Tournament and Whanau Day 14/11 | Ora Connect                    | Event             | RD LJ LF    |
| Downtown Colours of Spring Blossom Night Market                                   | Public                         | Event             | RD          |
| Young Elected Members Hui   | Local Government New Zealand   | Hui               | RD          |
| Koanga Spring Bonfire at Ahimate Park   | Public                         | Event             | RD          |
| The Globe AGM 16/11   | The Globe                      | AGM               | RD ZB       |
| Moana: The Glow Show  | Creative Communities           | Event             | RD          |
| Innovate: The Final 26/11   | Public                         | Awards Ceremony   | RD LJ       |
| Let's Talk Van: Milson Gala Day 28/11   | Public                         | Event             | RD LJ LF    |
| Amanaki STEM Academy Awards   | Pasifika                       | Awards Ceremony   | RD          |
| Manawatu Multicultural Dinner   | Manawatu Multicultural Council | Fundraising Event | RD LJ ZB LF |
| Creative City Conversations: Meet Greer O'Donnell                                 | Public                         | Seminar           | RD LJ       |

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| Christmas Tree Lighting in the Square                            | Public                                  | Event                   | RD       |
| NiuSina a le Pasifika Launch                                     | Pasifika                                | Launch Event            | RD       |
| The Dust Palace: Ithaca  | Public                                  | Event                   | RD       |
| Attended Christmas Parade/Red Cross Fair                         | Public                                  | Event                   | RD       |
| Attended Christmas Concert                                       | Public                                  | Event                   | RD       |
| Housing Needs Monitoring Group Meeting                           | Housing Needs Monitoring Group          | Meeting                 | RD       |
| Palmerston North Community Services Council SGM 10/12            | PNCSC Members                           | Special General Meeting | RD LJ    |
| Royal Commission of Inquiry report public meeting 10/2           | Public, MP Andrew Little                | Public Meeting          | RD LJ ZB |
| Palmerston North Community Services Council members meeting 11/2 | PNCSC                                   | Meeting                 | RD LJ    |
| MaIGRA GLITTFAB Wellbeing Network 11/2                           | People working with rainbow communities | Meeting                 | RD LJ    |
| Palmy Young Candidates Forum                                     | Public                                  | Debate                  | RD LJ    |
| Spoke at Palmy's Bright Green Future                             | Public                                  | Event                   | RD       |

|  |                                   |                   |          |
|--|-----------------------------------|-------------------|----------|
| Lunar New Year Celebrations 13/2                         | Chinese, Vietnamese communities   | Cultural festival | RD LJ ZB |
| Cook Island Celebration for local MPs                    | Pasifika                          | Event             | RD       |
| Interview for What's a Samoan show                       | Tofiga Fepulea'i and James Nokise | Interview         | RD       |
| Drag Bingo 13/2  | MaLGRA and Rainbow community      | Fundraising Event | RD LJ    |
| Spoke at Papaioea Festival of the Arts: What's a Samoan? | Pasifika                          | Event             | RD       |
| Housing Needs Monitoring Group                           | Housing sector                    | Meeting           | RD       |
| Interview with Nelson Lebo at Manawatu People's Radio    | Manawatu People's Radio           | Interview         | RD       |
| Papaioea Festival of the Arts: Circles and Gates         | Public                            | Event             | RD       |
| Papaioea Festival of the Arts: The Garden                | Public                            | Event             | RD       |
| Regional Theatre Awards                                  | Public                            | Event             | RD LJ RB |
| A Let's Talk Van: Reach Roslyn Wacky Water Day           | Public                            | Event             | RD LJ    |

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| Papaioea Festival of the Arts: Garage Party and Lola and Friends                   | Public                                     | Event                 | RD    |
| 2/10/20<br>Te Aroha Noa<br>Community Services<br>KidzLife Arts Academy<br>Showcase | Children from different schools and groups | Community performance | ZB    |
| 5/10/20<br>Official Welcome for the new Theatre Manager at the Regent Theatre      | Local Community                            | Official welcome      | ZB    |
| 13/10/20<br>Manawatu Multicultural Council AGM                                     | Members of the Local community             | AGM                   | ZB LJ |
| 27/10/20<br>Welcoming Communities Advisory group                                   | Multicultural sector                       | Meeting/Discussion    | ZB LJ |
| 31/10/20<br>Football Tournament Opening Ceremony                                   | Manawatu Muslim Association                | Sports event          | ZB LJ |
| 31/10/20<br>Punjabi Festival   | Sikh community                             | Cultural festival     | ZB LJ |
| 1/11/20<br>Football Tournament Closing Ceremony                                    | Manawatu Muslim Association                | Sports event          | ZB    |

|  |  |                             |       |
|--|--|-----------------------------|-------|
| 1/11/20<br>Caccia Birch 125th  | Heritage                                     | Public celebration          | ZB LJ |
| 4/11/20<br>Prize Giving, Bachelor<br>of Resource and<br>Environment Planning | Education sector                             | Award Ceremony              | ZB    |
| 10/12/20<br>Net Work of Skilled<br>Migrants                                  | Multicultural<br>sector                      | End of the year<br>function | ZB LJ |
| 16/1/21<br>Community Dinner  | Pakistani<br>Community                       | Social event                | ZB    |
| 28/1/21<br>Welcoming<br>Communities Advisory<br>Group                        | Multicultural<br>sector                      | Meeting/Discussion          | ZB    |
| Community Services<br>Council member<br>meeting 22/10                        | Community<br>sector                          | Meeting                     | LJ    |
| Housing Need<br>Monitoring Group<br>27/10                                    | Housing providers<br>in the social<br>sector | Meeting                     | LJ    |
| SECA Farewell visiting<br>artist 29/10                                       | Arts   | Event                       | LJ    |
| MaLGRA AGM 1/11  | Rainbow<br>community                         | Meeting                     | LJ    |
| Te Aroha Noa<br>Community Services<br>AGM 1/11                               | Social services                              | Meeting                     | LJ    |
| Unions Manawatu<br>3/11  | Community<br>sector                          | Meeting                     | LJ    |

|   |   |                   |    |
|---|---|-------------------|----|
| Arts Trail launch 6/11                                  | Arts  | Event             | LJ |
| Muslim netball tournament opening and prize-giving 7/11 | Manawatu Muslim Association, women's sector | Sport             | LJ |
| Diwali in the Square 7/11                               | Multicultural                               | Cultural Festival | LJ |
| Community Services Council meet up 19/11                | Community sector                            | Networking        | LJ |
| Pike River Anniversary Commemoration 19/11              | Community sector, Unions Manawatu           | Event             | LJ |
| Trans Day of Remembrance 20/11                          | MaLGRA and rainbow community                | Event             | LJ |
| Manawatu Community Housing AGM 25/11                    | Community sector                            | Meeting           | LJ |
| MaLGRA meeting 27/11                                    | Rainbow community                           | Meeting           | LJ |
| Rose trial prize-giving 29/11                           | Community sector                            | Event             | LJ |
| Welcoming Communities Advisory Group 1/12               | Multicultural                               | Meeting           | LJ |
| MaLGRA Christmas party 5/12                             | Rainbow community                           | Social event      | LJ |
| Christmas in Farnham Park 5/12                          | Community, children and families            | Event             | LJ |



|  |                       |              |       |
|--|-----------------------|--------------|-------|
| Railway Christmas Party 6/12                   | Community group       | Event        | LJ    |
| Library volunteer recognition morning tea 7/12 | Community sector      | Event        | LJ    |
| MPR Christmas Party 18/12                      | Community sector      | Event        | LJ    |
| Opening of plane at Linklater Park 18/12       | Children and families | Event        | LJ RB |
| Shared lunch MMC 18/12                         | Multicultural         | Social event | LJ    |
| Hancock House tenants 4/2                      | Community sector      | Meeting      | LJ    |
| Older Person of the Year Awards 15/10          | Seniors               | Meeting      | LF    |
| Palmerston North Street Van AGM                | Community sector      | Meeting      | LF    |
| Grey Power Manawatu AGM                        | Seniors               | Meeting      | LF    |
| Armistice Day Commemoration 11/11              | Heritage              | Event        | LF    |
| Age Friendly monthly meeting                   | Seniors               | Meeting      | LF    |
| Mens Group talk at St Albans Church 21/11      | Community sector      | Meeting      | LF    |
| Cornerstone School presentation 26/11          | Children and Families | Presentation | LF    |
| Men's luncheon 4/12                            | Community             | Social event | LF    |

|   |               |         |    |
|---|---------------|---------|----|
| Age Friendly meeting<br>10/12           | Seniors       | Meeting | LF |
| Phillipines Central<br>Assocation 12/12 | Multicultural | Meeting | LF |

N.B. Above list does not include councillors other than the portfolio holders who may have also attended events.

#### ISSUES SUMMARY

- N/A

## COMMITTEE WORK SCHEDULE

**TO:** Community Development Committee

**MEETING DATE:** 17 March 2021

**TITLE:** Committee Work Schedule - March 2021

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### RECOMMENDATION(S) TO COMMUNITY DEVELOPMENT COMMITTEE

1. That the Community Development Committee receive its Work Schedule dated March 2021.

### ATTACHMENTS

1. Committee Work Schedule March 2021 [↓](#) 

## COMMUNITY DEVELOPMENT COMMITTEE

### COMMITTEE WORK SCHEDULE – MARCH 2021

| Item No. | Estimated Report Date | Subject   | Officer Responsible    | Current Position | Date of Instruction/ Point of Origin        |
|----------|-----------------------|---|------------------------|------------------|---|
| 1.       | December 2021         | Welcoming Communities Programme Annual Report   | Chief Customer Officer |                  | 5 August 2020<br>37.2                       |
| 2.       | December 2021         | Feasibility of introducing a Companion Card for those with permanent disabilities – 12 month review | Chief Customer Officer |                  | 5 August 2020<br>Clause 34.4                |
| 3.       | December 2021         | Presentation - Disability Reference Group   |                        |                  | Invitation by the Chair to present annually |