



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

COMMUNITY COMMITTEE

9:00 AM, WEDNESDAY 20 MARCH 2024

COUNCIL CHAMBER, FIRST FLOOR
CIVIC ADMINISTRATION BUILDING
32 THE SQUARE, PALMERSTON NORTH

MEMBERS

Lorna Johnson (Chair)
Patrick Handcock (Deputy Chair)
Grant Smith (The Mayor)

Brent Barrett
Rachel Bowen
Lew Findlay (QSM)
Billy Meehan

Orphée Mickalad
Karen Naylor
William Wood
Kaydee Zabelin

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

pncc.govt.nz | Civic Administration Building, 32 The Square
City Library | Ashhurst Community Library | Linton Library

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
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CITY

COMMUNITY COMMITTEE MEETING

20 March 2024

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. 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.

4. 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.

5. Public Comment

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

6. **Presentation: Youthline** Page 7

7. **Presentation: Launch Youth Nu'u** Page 9

8. **Confirmation of Minutes** Page 11
 "That the minutes of the Community Committee meeting of 22 November 2023 Part I Public be confirmed as a true and correct record."

9. **Annual Sector Lead Report: Housing Advice Centre** Page 19
 Memorandum, presented by Ahmed Obaid, Community Development Advisor.

10. **Annual Sector Lead Report: Te Pū Harakeke - Community Collective Manawatū** Page 53
 Memorandum, presented by Ahmed Obaid, Community Development Advisor.

11. **Annual Sector Lead Report: Manawatū Multicultural Council** Page 93
 Memorandum, presented by Ahmed Obaid, Community Development Advisor.

12. **Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance** Page 139
 Memorandum, presented by Amy Viles, Community Development Advisor.

13. **Welcoming Communities Annual Update** Page 185
 Memorandum, presented by Somayyeh Ghaffari, Community Development Advisor.

14. **Community Housing Partnership Fund Update** Page 271
 Memorandum, presented by Julie Macdonald, Strategy and Policy Manager.

15. Accessibility Review - Council-owned Buildings Page 275

Memorandum, presented by Bryce Hosking, Group Manager - Property and Resource Recovery.

16. Committee Work Schedule - March 2024 Page 349

17. Karakia Whakamutunga

18. 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.

PRESENTATION

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Presentation: Youthline

RECOMMENDATION TO COMMUNITY COMMITTEE

- 1. That the Community Committee receive the presentation for information.**
-

SUMMARY

Shane Casey, Chief Executive Office, Youthline Central North Island Inc (Not for Profit - Non Government Organisation), will make a presentation about the organisation and operational coverage including funding opportunities and other information.

PRESENTATION

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Presentation: Launch Youth Nu'u

RECOMMENDATION TO COMMUNITY COMMITTEE

- 1. That the Community Committee receive the presentation for information.**
-

SUMMARY

Davis Tevita Sione (Vision Holder), Winnie Afu (Apprentice Navigator), Williams Evans (Chief Navigator) and a Kaitiaki/Advisory Committee Member for Launch Youth Nu'u, also known as Launch.

Launch is a Youth Nu'u (Village), that partners with various organisation, Schools, families and parents in Palmerston North. The presentation is an overview on launching Youth Nu'u - an initiative to encourage different generations to partner together in a village style model, through various pathways.

PALMERSTON NORTH CITY COUNCIL

Minutes of the Community Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 22 November 2023, commencing at 9.00am

Members Present: Councillor Lorna Johnson (in the Chair), The Mayor (Grant Smith) and Councillors Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Non Members: Councillor Vaughan Dennison, Leonie Hapeta.

Councillor Roly Fitzgerald entered the meeting at 9.30am during consideration of clause 38. He left the meeting again at 2.27 after consideration of clause 44. He was not present for clauses 37 and 45 to 48 inclusive.

Councillor William Wood left the meeting at 10.10am during consideration of clause 39. He entered the meeting again at 11.15am during consideration of clause 41.1. He was not present for clauses 39 and 41.1.

Councillor Lew Findlay left the meeting at 12.26pm during consideration of clause 43. He was not present for clauses 43 to 48 inclusive.

Councillor Vaughan Dennison was not present when the meeting resumed at 1.45pm. He was not present for clauses 44 to 48 inclusive.

Councillor Leonie Hapeta left the meeting at 2.57pm during consideration of clause 45. She was not present for clauses 45 to 48 inclusive.

Councillor Rachel Bowen left the meeting at 3.09pm after consideration of clause 45. She entered the meeting again at 3.36pm during consideration of clause 47. She was not present for clause 46.

Councillor Billy Meehan left the meeting at 3.40pm during consideration of clause 47. He was not present for clauses 47 and 48.

37-23 Public Comment

Jean Hera made public comment regarding Item 15 Natural Burial Update (clause 47). She wants natural burial in the city and expressed disappointment about the report. In her opinion Whanganui was too far away and not conducive to an ecological option; it is also not certified. Instead she suggests having a local site that would benefit the city

ecologically. She will work with Athena Women's Collective to take this matter further.

Tim Kendrew, Manager, Te Pu Harakeke made public comment regarding Items 11 and 12, Review of Sector Leads Trial and Community Funding Settings for the 2024-2034 Long-Term Plan (clauses 43 and 44). He endorsed the recommendation and sector leads trial of Item 11; moving the funding was something they had requested in the past and he was happy it was implemented in the recommendation.

Regarding Item 12, he thinks the proposed changes will create uncertainty and stress within the sector, and will require a lot of work. Furthermore, this will restrict the smaller groups from applying and could mean groups will fall through the gaps; increasing the cap means extra money will be used by larger groups and may hinder funding access to the smaller groups.

Cameron Jenkins, Coordinator, Manawatū Tenants Union made public comment regarding Item 13 Update on Response to Homelessness (clause 45). He endorsed Option 3 to pilot a full suite of system-change intervention to respond to housing insecurity. He stated the cost margin between Options 2 and 3 were not that large, and that sorting out homelessness would sort out wider city issues. There needs to be a holistic approach and the full suite over a longer period of time is the best option. He stated this approach has been working well for Christchurch over the last 5 years.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Community Committee receive Public Comment.

Clause 37-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin, Vaughan Dennison and Leonie Hapeta.

38-23

Presentation: Disability Reference Group, Annual Presentation

Presentation, by Hugh O'Connell and Natalie Mclean, Co-chairs, Disability Reference Group.

Hugh and Natalie presented an overview of the group's activities over the last year and requested Palmerston North City Council sign the Accessibility Charter. Further information was tabled at the meeting for circulation to Elected Members and will be attached to these minutes.

An additional motion was sought as a result of the group's request.

Councillor Roly Fitzgerald entered the meeting at 9.35am

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Community Committee receive the presentation for information.
2. That the Chief Executive report back to the Community Committee on actions and resources that would be required for Council to sign up to the Accessibility Charter.

Clause 38-23 above was carried 14 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin, Vaughan Dennison, Roly Fitzgerald and Leonie Hapeta.

39-23

Presentation: Amanaki STEM Academy

Presentation, by Viliami Teumoheng and Tanya Koro, founders and Taupo Tani, Board member.

Viliami, Tanya and Taupo presented an overview of the Academy's history and achievements since it began. Further information was tabled at the meeting for circulation to Elected Members and will be attached to these minutes.

Councillor William Wood left the meeting at 10.10am.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

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

Clause 39-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor, Kaydee Zabelin, Vaughan Dennison, Roly Fitzgerald and Leonie Hapeta.

40-23

Confirmation of Minutes

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the minutes of the Community Committee meeting of 27 September 2023 Part I Public be confirmed as a true and correct record.

Clause 40-23 above was carried 11 votes to 0, with 2 abstentions, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Orphée Mickalad, Karen Naylor, Kaydee Zabelin, Roly Fitzgerald and Leonie Hapeta.

Abstained:

Councillors Billy Meehan and Vaughan Dennison.

The meeting adjourned at 10.23am.

The meeting resumed at 10.43am.

41-23

Notice of Motion - Youth Wellbeing Plan

Councillor Pat Handcock presented his Notice of Motion.

Anton Carter, Group Manager – Community Services presented the Officers advice.

Moved Patrick Handcock, seconded Lorna Johnson.

The **COMMITTEE RESOLVED**

1. That the Committee receive the Officers advice.

Clause 41.1-23 above was carried 12 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Billy Meehan, Orphée Mickalad, Karen Naylor, Kaydee Zabelin, Vaughan Dennison, Roly Fitzgerald and Leonie Hapeta.

Note:

Councillor Lew Findlay did not vote.

Councillor William Wood entered the meeting at 11.15am.

Moved Patrick Handcock, seconded Grant Smith.

The **COMMITTEE RESOLVED**

2. That the establishment of a specific Youth Well-being Plan be referred to the 2024-2034 Long Term Plan.
3. That Officers facilitate a youth wellbeing forum in early 2024 and complete a sector wide scan of youth focused programmes and or initiatives within the city, and identify any strategic or service gaps that can be used to inform the development of the Youth Well-being Plan.
4. That Officers provide a report to the Community Committee before the Long Term Plan deliberations, on the finding of the sector wide

scan, with associated recommendations and resource implications.

Clauses 41.2-23 to 41.4-23 above were carried 14 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin, Vaughan Dennison, Roly Fitzgerald and Leonie Hapeta.

42-23

Community Reference Groups - Terms of Reference Review

Report presented by Martin Brady, Community Development Advisor and Salome Faaiuso, Community Development Advisor.

Councillor Lew Findlay left the meeting at 12.26pm.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RECOMMENDS**

1. That Council agree the revised Terms of Reference for Community Reference Groups.

Clause 42-23/42.1-23 above was carried 8 votes to 6, the voting being as follows:

For:

Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Lew Findlay, Kaydee Zabelin, Vaughan Dennison and Roly Fitzgerald.

Against:

The Mayor (Grant Smith) and Councillors Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Leonie Hapeta.

Moved Lorna Johnson, seconded Patrick Handcock.

2. That Council note that the provision of a recognition payment for members' contributions of time and knowledge is subject to budget being agreed in the 2024-2034 Long Term Plan.

Clause 42.2-23 above was carried 8 votes to 5, with 1 abstention, the voting being as follows:

For:

Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Karen Naylor, Kaydee Zabelin, Vaughan Dennison and Roly Fitzgerald.

Against:

The Mayor (Grant Smith) and Councillors Billy Meehan, Orphée Mickalad, William Wood and Leonie Hapeta.

Abstained:

Councillor Lew Findlay.

43-23

Review of Sector Leads Trial

Report presented by Amy Viles, Community Development Advisor and Ahmed Obaid, Community Development Advisor.

Councillor Lew Findlay left the meeting at 12.26pm.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RECOMMENDS**

1. That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.

Clause 43-23 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin, Vaughan Dennison, Roly Fitzgerald and Leonie Hapeta.

The meeting adjourned at 12.47pm.

The meeting resumed at 1.45pm.

Councillor Vaughan Dennison was not present when the meeting resumed.

44-23

Community funding settings for the 2024-2034 Long-Term Plan

Report presented by Stephanie Velvin, Community Development Manager.

Elected Members opted to change the recommendation to Option 1 as they were satisfied the current process is still fit for purpose.

Moved Grant Smith, seconded Lorna Johnson.

The **COMMITTEE RECOMMENDS**

1. That Council agree Option 1, maintain current scope and structure for Strategic Priority Grants, to inform the preparation of the 2024-2034 Long-Term Plan.

Clause 44-23 above was carried 11 votes to 0, with 1 abstention, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin and Roly Fitzgerald.

Abstained:

Councillor Leonie Hapeta.

Note:

Councillor Leonie Hapeta declared an interest in this item.

Councillor Roly Fitzgerald left the meeting at 2.27pm.

45-23

Update on Response to Homelessness

Report presented by Stephanie Velvin, Community Development Manager.

Elected Members opted for Option 2 as the most appropriate plus the inclusion of the flexi-fund. Inclusion of the flexi-fund will overall save funds by preventing housing loss in the first place as set out in paragraph 3.22 of the report.

Councillor Leonie Hapeta left the meeting at 2.57pm.

Moved Lorna Johnson, seconded William Wood.

The **COMMITTEE RESOLVED**

1. That the Committee refer to the 2024-2034 draft Long-Term Plan:

Option 2 - Pilot highest priority systems-change interventions to respond to housing insecurity plus a \$30,000 for a flexi-fund for urgent intervention.

Clause 45-23 above was carried 7 votes to 3, the voting being as follows:

For:

Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Billy Meehan, William Wood and Kaydee Zabelin.

Against:

The Mayor (Grant Smith) and Councillors Orphée Mickalad and Karen Naylor.

Councillor Rachel Bowen left the meeting at 3.09pm.

46-23

Additional Social Housing Budget Update (Programme 1459)

Memorandum presented by Bryce Hosking, Group Manager - Property and Resource Recovery.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RECOMMENDS**

1. That Council agree the use of Programme 1459 (Social Housing – Additional Social Housing Units) to fund Council's financial contribution to the Summerhays Street redevelopment project.

Clause 46-23 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

47-23

Natural Burial Update

Memorandum presented by Kathy Dever-Tod, Group Manager - Parks and Logistics.

An alternative motion was moved to explore the range of local up-to-date options for the sake of completeness, before making any firm

lasting decisions.

Councillor Rachel Bowen entered the meeting again at 3.36pm.
Councillor Billy Meehan left the meeting at 3.40pm.

Moved Brent Barrett, seconded Patrick Handcock.

The **COMMITTEE RECOMMENDS**

1. That Council note the report, and seek expressions of interest from the community for a partnership-based approach to providing a natural burial site in Palmerston North.

Clause 47-23 above was carried 5 votes to 4, the voting being as follows:

For:

Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen and Kaydee Zabelin.

Against:

The Mayor (Grant Smith) and Councillors Orphée Mickalad, Karen Naylor and William Wood.

48-23 Committee Work Schedule - November 2023

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Community Committee receive its Work Schedule dated November 2023.

Clause 48-23 above was carried 9 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Brent Barrett, Rachel Bowen, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Karakia Whakamutunga

Councillor Lorna Johnson closed the meeting with karakia.

The meeting finished at 3.48pm

Confirmed 20 March 2024

Chair

MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Annual Sector Lead Report: Housing Advice Centre

PRESENTED BY: Ahmed Obaid, Community Development Advisor

APPROVED BY: Kerry-Lee Probert, Acting Chief Customer Officer

RECOMMENDATION TO COMMITTEE:

1. That the Committee receive the Annual Sector Lead Report 2023 (Attachments 1-3) submitted by Housing Advice Centre.

RECOMMENDATION TO COUNCIL:

2. That Council

EITHER

- A. Increase Housing Advice Centre's Sector Lead grant funding by \$21,131 in the draft Long-Term Plan 2024-2034 to \$54,080 for the 2024/25 financial year and adjusted for inflation in future years.

OR

- B. Confirm current Sector Lead grant funding of \$32,949 in the draft Long-Term Plan 2024-2034 and adjusted for inflation in future years.
-

1. ISSUE

- 1.1 Housing Advice Centre (Palmerston North) Incorporated (HAC) is delivering its second annual report (Jan – Dec 2023) as a Sector Lead organisation, which is appended to this memorandum as Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of HAC against agreed activities and outcomes is included in the memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage HAC as a Sector Lead organisation.

- 2.2 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

'That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.'

- 2.3 A three-year Partnership Agreement commenced between HAC and the Council in July 2022. The Agreement stipulates that activities funded contribute to the achievement of priorities 1 and 2 within the Council's Goal 3 'Connected and Safe Communities'.
- 2.4 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. ANNUAL REPORT ANALYSIS

- 3.1 HAC is a registered Incorporated Society and receives multiple sources of funding, including grants from Palmerston North City Council, Lottery Grants Board and the Ministry of Social Development.
- 3.2 HAC was founded in 1985 to help all people in the community to live in suitable accommodation that is safe, warm, healthy, and affordable.
- 3.3 HAC provides assistance with rental plans for tenants, advice on the rights and responsibilities as a tenant or landlord under the Residential Tenancy Act and a rental listing service. In addition, HAC is coordinating the Housing Needs Monitoring Group which is a network of social housing providers, not-for-profit organisations and government agencies that are actively involved in the current housing needs within the community. HAC are also active members of the Housing Insecurity Response Collective, coordinated by Council to develop a collective response to homelessness in the city.
- 3.4 The amount of funding HAC receives through this Sector Lead Partnership Agreement is \$30,000 per annum (plus GST and adjusted for inflation in years two and three). Funding for the current financial year totals \$31,380.

3.5 Assessment of agreed activities

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Connected and Safe activities			
Priorities 1 & 2	Provide advice, guidance, and	HAC engaged with 28,751 people during 2023, an increase	Developing

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
	education on housing.	<p>on the previous period. This indicates the significant demand for the services of HAC.</p> <p>HAC collaborates strongly with other organisations, particularly Manawatū Tenants' Union and Moneywise Manawatū. These collaborations often result in referrals being made to HAC and reduces duplication of services.</p> <p>HAC continued to face staff shortages throughout 2023, and this has resulted in lower workshop numbers and, at times, reduced opening hours at the office.</p> <p>Staff note HAC have presented a proposal through this annual report for additional funding to address their capacity challenges, which would help them achieve stronger outcomes in this activity area moving forward in 2024.</p>	
Sector Leadership activities			
Priority 1	Provide capacity-building and support for other community organizations to develop and connect.	<p>HAC works closely with other organisations and agencies that work with people who experience housing insecurity.</p> <p>HAC has been successful in maintaining connections between those agencies and organisations by coordinating the Housing Needs Monitoring Group.</p> <p>HAC provides training to staff of other organisations and agencies who do not normally work in the housing area, so</p>	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		they can assist their clients into housing. This focus on developing capability across the sector and within the community is a sustainable approach to addressing the growing demand for their services.	
Priority 2	Deliver the highest level of expertise and highest quality service.	HAC is performing well in this area. HAC have worked to understand the individual needs of each client to gain the best outcomes. This includes learning to work with mental health issues.	Met
Priority 1	Think, work, and advocate strategically.	HAC is performing well in this area. Their Committee has faced their recent challenges in staffing with a positive approach, taking the opportunity to review their strategic direction. They have been central in the formation of the new Housing Insecurity Response Collective looking to work differently to respond to homelessness in Palmerston North. If the related programme is funded through the 2024-2034 Long-Term Plan, HAC would likely also hold a central strategic and operational role in this work moving forward.	Met
Priority 1 & 2	Have robust strategic and business plans in place.	HAC has taken time recently to look at their strategic plans and operational structures. They are strong strategically, and with the recent hire of a new Service Coordinator they are well positioned in terms of capability to return to their full operational	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		potential, particularly if able to secure additional capacity within each role.	

- 3.6 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.7 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2023 to 31 December 2023 is appended to this memorandum at Attachment 3.
- 3.8 The data indicates that clients who have engaged with HAC during the reporting period are satisfied with the service provided to them, and a good percentage are gaining skills and knowledge as a result of the services provided.
- 3.9 Ongoing capacity challenges have evidently impacted the number of workshops delivered during this period, though staff acknowledge that HAC have prioritised their services within the capacity available and they have communicated these developments well with Council staff over the period.
- 3.10 Staff note that HAC is requesting an increase of around \$21,000 to their current funding level to help maintain service levels and cover the cost of one existing Housing Advisor role. Their financial report demonstrates significantly reduced income between 2022 and 2023, most notably from the Ministry of Social Development.
- 3.11 If Council decided to increase the amount funded to HAC as per their proposal, this could be applied for the remaining financial year of the Agreement (2024/2025) provided Long-Term Plan budgets were adjusted accordingly. Note indicative figures based on current funding levels have been entered into the draft Long-Term Plan beyond 2024/2025 for each Sector Lead, but new Agreements will need to be negotiated between each continuing Sector Lead and Council for commencement from 1 July 2025.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of HAC, as required by their 2022-2025 Sector Lead Partnership Agreement with Council.
- 4.2 Staff have assessed that HAC are performing well against most of their agreed activities, though some activities were not delivered due to staff shortages.

5. NEXT STEPS

- 5.1 Staff will continue to support HAC to deliver the activities and initiatives covered by the Partnership Agreement.
- 5.2 HAC will present its next Annual Report, covering year three of the agreement, in the first quarter of 2025. Further staff commentary on progress will also be provided at that time.
- 5.3 If recommendation 1A is agreed by Council, it would be included in the final 2024-2034 Long-Term Plan deliberations in May 2024.

6. 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?	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 achievement of action/actions in Connected Communities	
The action is: Administer grants in line with the community funding policy; Monitor for-purpose organisations contracted or funded by Council against agreed outcomes.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. HAC Annual Report 2023 [↓](#) 
2. HAC Financial Report 2023 [↓](#) 
3. HAC Performance Measures Data [↓](#) 

Housing Advice Centre:**Sector Lead Annual Report for PNCC Community Committee**

Housing Advice Centre (HAC) is a social service organisation that aims to help all people in our community to find suitable, affordable, and healthy housing options that meets their needs. Having stable accommodation is a basic requirement to enable individuals and whanau the opportunity to thrive and grow. We know that housing stability is what provides a base for family/ whanau and individuals to focus on securing employment opportunities and contribute to their community.

Housing Advice Centre has a Coordinating Committee made up of experienced and skilled people. Their strong knowledge base and broad community and statutory experience provides a valuable resource to support our service. We have three new committee members and further interest from volunteers to bolster our vision, long-term planning, and provision of support to our service team. This is assisting us to continue developing relationships both internally and in our wider community.

We have a capable and enthusiastic service team which includes a Service Coordinator and two Housing Advisors. The Service Coordinator provides support to the Housing Advisors and manages the day-to-day operation of our community agency. She covers all administrative tasks and represents the service in the community. In this part of her role, she continues to build stronger relationships with other community agencies and service providers.

The Housing Advisors' (HA) primary focus is to provide set appointments or walk-in appointments to give advice and support to those who are homeless, in transitional accommodation or are required to leave their current accommodation and have difficulty finding housing. They provide empathetic support and individual service aligned with each individual's needs and encourage them to achieve and succeed in finding their best housing solution. Working together results in excellent engagement and encourages ongoing development of the person's personal growth and self esteem.

Each HA has a secondary role that they manage. One HA role leads our 'community focus' which covers our presentations to groups and tertiary organisations, while our other HA has an 'information provision' role which includes rental listings and social media. This has improved the access to information for people and helped reduce the time pressures on the staff.

Although we are experiencing elevated levels of demand for our service, we have a high success rate for housing solutions despite the extremely limited rental accommodation available, we still know that there is still a lot more to be done to turn this housing issue around.

We have had a growing number of retired people who have experienced loss of their rentals due to the fluidity of the market at present. We have supported them to find housing aligned with their needs and have had excellent feedback from them as they have found successful housing solutions due to engaging with our service.

One of the challenges facing our HAs is in terms of each individual person's needs, the best way forward and the time commitment per client. This can vary from one visit to extended support. The longer timeframe is due to the extensive and complicated needs of the individual or whanau, their limited ability to access online

resources, their individual barriers in terms of suitability for renting and the low availability of long-term appropriate rentals.

Education is also part of our direct service provision through our Ready to Rent (R2R) contracted programme, our programme in Secondary Schools aimed at school leavers, and our regular appointments with tertiary students from Te Pukenga UCOL. One of our focuses is to increase our provision of services to secondary schools in Palmerston North.

Our Ready to Rent two-day programme is aimed at beneficiaries who are in emergency or transitional housing and provides knowledge and skills to enable them to find and maintain long-term accommodation. These are well attended with maximum numbers achieved and positive results including some going on to employment. There is increased take up of referrals to our Ready to Rent programme moving from an average 3 to 10 attendees up to a maximum of 20 attendees and 33 referrals. It is well respected for content and results by other community agencies.

We also facilitate the Housing Needs Monitoring Group (HNMG) which engages community and statutory agencies. This is a network of social housing providers, not for profit agencies, Government and local authority, and non-government organisations that are actively involved in the current housing needs within our community. This hui focuses on sharing information and support to housing providers in the Manawatu.

Summary and future vision

The Housing Advice Centre is part of the group of community agencies working alongside PNCC staff to establish a collective impact model of delivery based on the Housing First concept to our region. This group includes Housing Advice Centre, Niuvaka Trust, Homes for people, MASH, Te Tihi o Ruahine Ora Alliance, and Manawatū Tenants Union. We strongly support a shared collaborative direction towards the major social issue of housing insecurity.

Homeless continues to be an issue for our community. It is difficult to engage with them as they can be defensive when approached. We regularly hear from women who are homeless and at elevated risk due to sleeping rough with no safety provisions.

We continually find the hardest to accommodate are single men, but we still work with them to identify options and support them into more positive housing solutions. The prospects for men released from prison is extremely difficult and requires greater community input from partnered organisations. This is another area we would see as being important to develop over the coming year to minimise reoffending due to homelessness.

A key challenge for our organisation is that our success has resulted in increasing requests for our services. We are experiencing an increased workloads due to the demand and ideally would require more skilled staff to enable an effective service response across our work programmes. We are seeing an increase in the diversity of people presenting to our service and this requires full use of our skills and the need for further upskilling and staff training. A considerable number of the individuals have

extra needs in terms of using online computers and smart phones. This impacts on their ability to access the main sources of information and placing applications for housing. In recent years this has increased significantly and presents as a major barrier for them and increases the time required with our Housing Advisors.

We have identified several areas but will need to increase our staffing level from a team of three to a team of five to initiate and service this development. Both the committee and staff are working to ensure that HAC is providing the best service possible in a sustainable manner to ensure it continues to meet future service demands. We are also aware of the risk of duplication of services and would rather work alongside other service providers in partnership.

We acknowledge and appreciate the funding that PNCC have contributed to support our continued operation in this time of rising costs and increased difficulty accessing funding/resourcing.

Bearing in mind the impact of increased costs relating to the Housing Advice Centre's current service delivery our organisation would like to request an increased level of funding to enable our continued service to Palmerston North citizens. The past year had become increasingly difficult due to lack of funding especially in terms of wages which is our largest expense. We would like to request that funding from PNCC be increased to cover one of our Housing Advisor's roles annual cost. This amounts to \$54,080 which is an increase of approximately \$20,000 per annum. Our total salary costs for the year currently sits at \$130,000 per annum. This is our most challenging area to find funding for and would appreciate your consideration around this.

In summary we are providing people with a supportive and empathetic service while helping them to see how they can improve their life. Many have moved from homelessness and unemployment into a stable homelife and some also into employment. We celebrate our success but need ongoing resourcing to ensure our long-term continuation of service to the community to improve the lives of others.

Housing Advice Centre.

INDEPENDENT AUDITOR'S REPORT

To the Members of the Housing Advice Centre (Palmerston North) Incorporated

Opinion

We have audited the financial statements in the performance report of Housing Advice Centre (Palmerston North) Incorporated on pages 9 to 18 which comprises of the statement of financial position as at 30 June 2023, the statement of financial performance and statement of cash flows for the year then ended, statement of accounting policies and the notes to the performance report.

In our opinion, the financial statements present fairly, in all material respects, the financial position of Housing Advice Centre (Palmerston North) Incorporated as at 30 June 2023 and its financial performance and cash flows for the year then ended in accordance with the requirements of Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) issued in New Zealand by the New Zealand Accounting Standards Board.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described below in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Trust in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand)* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Housing Advice Centre (Palmerston North) Incorporated.

Restriction on Responsibility

This report is made solely to the members, as a body. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members as a body, for our audit work, for this report, or for the opinion we have formed.

Other Information

The Coordinating Committee is responsible for the other information. The other information comprises the entity information and statement of service performance but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If based, on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.

The Coordinating Committee's Responsibility for the Financial Statements

The Committee is responsible on behalf of the Society for the preparation and fair presentation of the financial statements in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit), and for such internal control as the Committee determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Committee is responsible on behalf of the entity for assessing the entity's ability

to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of the use of the going concern basis of accounting by the committee and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

CKS Audit

CKS Audit
29 November 2023

Performance Report

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

Prepared by Coombe Smith (PN) Ltd

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Compilation Report

Housing Advice Centre (Palmerston North) Incorporated For the year ended 30 June 2023

Compilation Report to the Directors of Housing Advice Centre (Palmerston North) Incorporated.

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Housing Advice Centre (Palmerston North) Incorporated for the year ended 30 June 2023. These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilities

The Executive Committee members are solely responsible for the information contained in this financial report and have determined that the accounting policies used are appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

Independence


We have no involvement with Housing Advice Centre (Palmerston North) Incorporated other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on this financial report.

Audit

This report has been audited by CKS Audit and we refer readers to the audit report.


Coombe Smith (PN) Limited

168 Broadway Avenue

Palmerston North

Dated: 15 November 2023

Entity Information

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

'Who are we?', 'Why do we exist?'

Legal Name of Entity

Housing Advice Centre (Palmerston North) Incorporated

Other Name of Entity

Housing Advice Centre

Entity Type and Legal Basis

Registered Charity under the Charities Act 2005 and registered Society under the Incorporated Societies Act 1908

Registration Number

Charities Services Registration Number: CC11390

Incorporated Society Incorporation Number: 392526

Entity's Purpose or Mission

We deliver accurate and quality housing information that is relevant, current and accessible to all.

To be a sustainable and reputable housing information organisation providing leadership on housing issues.

Our mission is to ensure that no person in Manawatu is without housing adequate to their needs and to ensure that good quality rental accommodation is available to all. The principles of Housing Advice Centre are:

- a) The Housing Advice Centre views adequate and affordable shelter as a basic human right.
- b) The Housing Advice Centre recognises that Māori people are the Tangata Whenua of Aotearoa, therefore, the Centre's principles shall uphold the Treaty of Waitangi giving priority to article two, Tiro Rangatiranga, and article three as per the document-6th February (Māori Version).
- c) The Housing Advice Centre is opposed to discrimination on the grounds of race, nationality, culture, gender, sexual preference, marital status, employment status, disability (physical, intellectual, psychiatric) or age.

Entity Structure

The members of the Housing Advice Centre at the Annual General Meeting select a Coordinating Committee to manage the centre. In return, workers are accountable by written and oral reports on activities and finances.

The Coordinating Committee meets six times per year to provide governance, support and involvement in the centre.

This year's coordinating committee has consisted of the following members: Peter Grey (Chair), Jenny Dalzell (Secretary), Fawad Ahmad and Krys Baker (Co-Treasurers), Lawrence O'Halloran and Amy Proctor. Amy Proctor and Fawad Ahmad resigned this year.

There was no manager in place until Lynne Clough was hired in October 2022. Lynne continues as service coordinator/manager for this current financial year. Initially Lynne was working 30 hours per week but this increased to 40 hours per week due to the large increase in numbers of clients resulting in a high workload.

We had two housing advisors working 20 hours per week. One of the housing advisors left and this reduce to one housing advisor in March 2023. The remaining housing advisor's hours increased to 30 hours per week in April and then to 40 hours per week in June.

We increased our client opening days to Monday to Friday inclusive and our hours to 9am to 3pm. We later reduced opening days to Tuesday to Friday inclusive and opening hours 10am to 2 pm to cover the increased workload outside of client appointments.

Main Sources of Entity's Cash and Resources

The majority of funding for the Housing Advice Centre comes from local/central governments.

Main Methods Used by Entity to Raise Funds

Applications to philanthropic organisations and local/central governments funding and Grants.

There is a donation option on the Housing Advice Centre's website, but this has not been productive.

Entity's Reliance on Volunteers and Donated Goods or Services

The Housing Advice Centre relies on volunteer time and expertise for all governance activities and for covering the office during opening hours when the staff are unable to be there.

We relied on volunteer time to continue with the office administration.

Physical & Postal Address

77 King Street

Palmerston North 4410

New Zealand

Phone

06 358 4875

Email

info@housingadvice.org.nz

Website

www.housingadvice.org.nz

Facebook

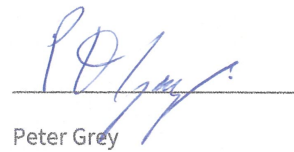
<https://www.facebook.com/HousingAdvicePN>

Approval of Financial Report

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

The Executive Committee members are pleased to present the approved financial report including the historical financial statements of Housing Advice Centre (Palmerston North) Incorporated for year ended 30 June 2023.

APPROVED



Peter Grey

Acting Chair

Date 24/11/2023



Krys Baker

Co-Treasurer

Date 22/11/23

Statement of Service Performance

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

'What did we do?', 'When did we do it?'

Description of Entity's Key Outcomes

Excellence: we strive to be the very best.

Respect: to get it we must give it.

Integrity: doing things the right way not the easy way.

Passion: we do this because we care.

Tino Rangatiratanga: self-determination and positive development.

We deliver accurate and quality housing information that is relevant, empowering, current and accessible to all.

To be a sustainable and reputable housing information organisation providing leadership on housing issues.

The Housing Advice Centre recognises that Māori are the Tangata Whenua of Aotearoa. Therefore, the Centre's principles shall uphold the Treaty of Waitangi giving priority to articles two, Tiro Rangatiratanga and three, as per the document – 6th February (Māori Version).

	2023	2022
Description and Quantification of the Entity's Outputs		
Advice and support via personal contact (including email)	890	1,064
Contacts via website and Facebook	11,752	6,085
Contacts via Instagram	99	-
Facilitation of the 'House Needs' monitoring group	1,312	8
'Ready-to-Rent' programmes	500	10
Listings	9,021	-
'Train the Trainer'	-	1

Statement of Financial Performance

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

'How was it funded?' and 'What did it cost?'

	NOTES	2023	2022
Revenue			
Donations, fundraising and other similar revenue	1	54,410	129,479
Revenue from providing goods or services	1	24,000	24,855
Interest, dividends and other investment revenue	1	1,135	87
Other revenue	1	-	356
Total Revenue		79,545	154,777
Expenses			
Volunteer and employee related costs	2	86,821	78,946
Costs related to providing goods or service	2	29,183	17,515
Grants and donations made	2	-	1,000
Other expenses	2	12,385	11,680
Total Expenses		128,389	109,141
Surplus/(Deficit) for the Year		(48,844)	45,636

This statement is to be read in conjunction with the Statement of Accounting Policies and Notes to the Performance Report and the independent Auditor's Report.

Statement of Financial Position

Housing Advice Centre (Palmerston North) Incorporated
 As at 30 June 2023

'What the entity owns?' and 'What the entity owes?'

	NOTES	30 JUN 2023	30 JUN 2022
Assets			
Current Assets			
Bank accounts and cash	3	60,088	104,023
Debtors and prepayments	3	74	1,663
Total Current Assets		60,162	105,685
Non-Current Assets			
Property, Plant and Equipment	5	4,851	8,227
Other non-current assets	3	100	100
Total Non-Current Assets		4,951	8,327
Total Assets		65,112	114,012
Liabilities			
Current Liabilities			
Creditors and accrued expenses	4	6,569	9,995
Employee costs payable	4	4,611	1,241
Unused donations and grants with conditions	4	3,800	3,800
Total Current Liabilities		14,980	15,036
Total Liabilities		14,980	15,036
Total Assets less Total Liabilities (Net Assets)		50,132	98,976
Accumulated Funds			
Accumulated surpluses or (deficits)	6	50,132	98,976
Total Accumulated Funds		50,132	98,976

This statement is to be read in conjunction with the Statement of Accounting Policies and Notes to the Performance Report and the independent Auditor's Report.

Statement of Cash Flows

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

	2023	2022
Cash Flows		
Cash Flows from Operating Activities		
Cash was received from:		
Donations, fundraising and other similar receipts	54,410	131,336
Receipts from providing goods or services	24,000	24,855
Interest, dividends and other investment receipts	1,135	87
Cash receipts from other operating activities	-	356
Net GST Received	-	3,140
Total Cash Receipts	79,545	159,774
Cash was applied to:		
Payments to suppliers and employees	120,551	102,096
Donations or grants paid	-	1,000
Interest paid	64	-
Net GST Paid	2,865	-
Total Cash Payments	123,480	103,096
Net Cash Flows from Operating Activities	(43,935)	56,678
Cash Flows from Investing and Financing Activities		
Cash was received from:		
Receipts from the sale of property, plant and equipment	-	-
Total Cash Receipts	-	-
Cash was applied to:		
Payments to acquire property, plant and equipment	-	6,845
Payments to purchase investments	-	-
Total Cash Payments	-	6,845
Net Cash Flows from Investing and Financing Activities	-	(6,845)
Net Increase (Decrease) in Cash Held	(43,935)	49,833
Cash at the Beginning of the Year	104,023	54,190
Cash at the End of the Year	60,088	104,023
This is represented by:		
Cheque Account	24,063	68,984
Education Account	443	-
Petty Cash	4	22
Savings Account	35,578	35,017
Total Bank & Cash Balance	60,088	104,023

This statement is to be read in conjunction with the Statement of Accounting Policies and Notes to the Performance Report and the independent Auditor's Report.

Statement of Accounting Policies

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

'How did we do our accounting?'

Basis of Preparation

The entity has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses equal to or less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

The entity is registered for GST. All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

Income Tax

Housing Advice Centre (Palmerston North) Incorporated is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

Property, Plant & Equipment

All property, plant & equipment are stated at cost less accumulated depreciation. Depreciation has been calculated in accordance with rates permitted under the Income Tax Act 2007. Depreciation rates are calculated to amortise the cost of each asset over its estimated useful life.

Revenue

Donations

Donations are recognised as revenue upon receipt.

Grant Revenue

Grant revenue includes grants given by other charitable organisations, philanthropic organisations and businesses. Grant revenue is recognised when the conditions attached to the grant have been complied with. Where there are unfulfilled conditions attaching to the grant, the amount relating to the unfulfilled condition is recognised as a liability and released to income as the conditions are fulfilled.

Interest Received

Interest revenue is recognised as it accrues using the effective interest method.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Notes to the Performance Report

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

	2023	2022
1. Analysis of Revenue		
Donations, fundraising and other similar revenue		
Catalytic Foundation	-	7,091
Community Organisation Grants Scheme	-	1,500
Koha	-	1,525
Eastern & Central Trust	-	793
Lion Foundation	-	1,067
Ministry of Social Development (Community Capability & Resilience Fund)	-	35,750
Ministry of Social Development (One Off Activity Grant)	-	22,855
New Zealand Lottery Grants Board	20,000	20,000
PNCC Covid 19 Relief Fund	-	83
PNCC Strategic Priority Grant	30,000	29,548
Pub Charity	-	1,039
Palmerston North Community Services Council	4,410	3,228
Thomas George Macarthy Trust	-	5,000
Total Donations, fundraising and other similar revenue	54,410	129,479
Revenue from providing goods or services		
Ministry of Social Development (Ready to Rent)	24,000	24,855
Total Revenue from providing goods or services	24,000	24,855
Interest, dividends and other investment revenue		
Bank Interest	1,135	87
Total Interest, dividends and other investment revenue	1,135	87
Other revenue		
Other Income	-	356
Total Other revenue	-	356

	2023	2022
2. Analysis of Expenses		
Volunteer and employee related costs		
Accident Compensation Levy	254	182
Employee Related Costs & HR	423	-
Supervision & Training	2,787	267
Volunteer Expenses	-	2,110
Wages & Salaries	83,357	76,386
Total Volunteer and employee related costs	86,821	78,946
Costs related to providing goods or services		
Low Value Assets	1,887	-
Admin Support	4,800	-
Advertising	252	1,995
Catering	1,901	-
Community House Charges	2,177	221
Insurance	1,987	1,848
IT Services & Computer Care	3,585	1,951
Office Supplies & Postage	2,586	999
Other Expenses	308	778
Photocopier & Technology	-	302
Rates	53	256
Ready to Rent	4,072	3,853
Rent - Office	3,515	3,263
Subscriptions	320	532
Telephone & Internet	1,741	1,330
Workshops & Forums	-	188
Total Costs related to providing goods or services	29,183	17,515
Grants and donations made		
Donations	-	1,000
Total Grants and donations made	-	1,000

	2023	2022
Other expenses		
Loss on Sale of Fixed Assets	158	-
Penalties	438	-
Legal Expenses	1,500	-
Accountancy Fees	2,595	3,750
Audit	3,650	5,050
Bank Charges	87	90
Charities Commission	-	89
Depreciation	3,219	2,159
Interest Costs	64	11
Xero	675	531
Total Other expenses	12,385	11,680
	2023	2022

3. Analysis of Assets

Bank accounts and cash

Cheque Account	24,063	68,984
Savings Account	35,578	35,017
Petty Cash	4	22
Education Account	443	-
Total Bank accounts and cash	60,088	104,023

Debtors and prepayments

Prepayments	74	1,663
Total Debtors and prepayments	74	1,663

Other non-current assets

Bond	100	100
Total Other non-current assets	100	100

	2023	2022
4. Analysis of Liabilities		
Creditors and accrued expenses		
Accounts Payable	7,228	7,845
GST	(659)	2,150
Total Creditors and accrued expenses	6,569	9,995
Employee costs payable		
Wages Accrued	2,092	1,135
Provision for Holiday Pay	2,519	106
Total Employee costs payable	4,611	1,241
Unused donations and grants with conditions		
Unused Donations & Grants	3,800	3,800
Total Unused donations and grants with conditions	3,800	3,800

	2023	2022
5. Property, Plant and Equipment		
Furniture and Fittings		
Furniture & Fittings	3,688	3,688
Accumulated depreciation - Furniture & Fittings	(2,303)	(1,957)
Total Furniture and Fittings	1,385	1,731
Computer & Office Equipment		
Computer & Office Equipment	14,361	14,543
Accumulated depreciation - Computer & Office Equipment	(10,895)	(8,047)
Total Computer & Office Equipment	3,466	6,496
Total Property, Plant and Equipment	4,851	8,227

	2023	2022
6. Accumulated Funds		
Accumulated Funds		
Opening Balance	98,976	53,341
Accumulated surpluses or (deficits)	(48,844)	45,636
Total Accumulated Funds	50,132	98,976
Total Accumulated Funds	50,132	98,976

	2023	2022
7. Commitments		
Commitment to lease premises		
Current Portion	3,200	3,200
Term Portion	5,333	8,533
Total Commitment to lease premises	8,533	11,733

A commitment to lease the premises at 77 King Street, Palmerston North was entered into on 1st March 2021. This is for a term of five years, with one right of renewal.

8. Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at 30 June 2023 (Last year - nil).

9. Related Parties

There were no transactions involving related parties during the financial year.

10. Events After the Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report.

11. Ability to Continue Operating

The entity will continue to operate for the foreseeable future.

Depreciation Schedule

Housing Advice Centre (Palmerston North) Incorporated
For the year ended 30 June 2023

NAME	COST	OPENING VALUE	PURCHASES	RATE	METHOD	DEPRECIATION	CLOSING ACCUM DEP	CLOSING VALUE
Computer & Office Equipment								
Acer Computer	1,106	1	-	50.00%	DV	1	1,105	1
Brother MFC-L3770 Wireless Printer	662	574	-	40.00%	DV	230	318	344
Cell Phone	127	27	-	67.00%	DV	18	118	9
Dell Computer	2,673	1	-	48.00%	DV	-	2,673	-
Epson EB-W06 LCD Projector	1,100	1,008	-	25.00%	DV	252	344	756
HP Business Desktop	1,581	1,317	-	50.00%	DV	659	922	659
HP ProBook	1,489	558	-	50.00%	DV	279	1,210	279
HP ProBook 450 GB	1,944	1,620	-	50.00%	DV	810	1,134	810
LG27ML600M-B Monitor 27"	459	398	-	40.00%	DV	159	220	239
MS Office 2021	469	391	-	50.00%	DV	195	273	195
Nuc Mini PC	1,242	73	-	48.00%	DV	35	1,204	38
Oki Photocopier	749	9	-	50.00%	DV	4	745	4
Refrigerator	312	10	-	50.00%	DV	5	307	5
Samsung Galaxy A12 Mobile Phone	374	290	-	67.00%	DV	195	278	96
Star Tech Cable (2)	75	62	-	50.00%	DV	31	44	31
Ultimate Ears Wireless Speakers	182	158	-	40.00%	DV	-	-	-
Total Computer & Office Equipment	14,543	6,496	-			2,872	10,895	3,466

This statement is to be read in conjunction with the Statement of Accounting Policies and Notes to the Performance Report and the independent Auditor's Report.

Depreciation Schedule



NAME	COST	OPENING VALUE	PURCHASES	RATE	METHOD	DEPRECIATION	CLOSING ACCUM DEP	CLOSING VALUE
Furniture & Fittings								
Heat Pump	3,688	1,731	-	20.00%	DV	346	2,303	1,385
Total Furniture & Fittings	3,688	1,731	-			346	2,303	1,385
Total	18,231	8,227	-			3,219	13,199	4,851

This statement is to be read in conjunction with the Statement of Accounting Policies and Notes to the Performance Report and the independent Auditor's Report.

Performance measure data for period Jan 2023 to Dec 2023

RBA	Performance Measures	1 July 2022 – 31 Dec 2022	1 Jan 2023 – 30 Jun 2023	1 July 2023 – 31 Dec 2023
'How much'	Total number of clients who engaged with HAC	8,248	15,227	13,524
	Total number of workshops held in schools	0	0	1
	Total number of students who attend the workshops	0	0	30
	Total number of volunteers	7	7	7
'How well'	Percentage of clients who were highly satisfied/ satisfied with the service.	100% (186 of 186 respondents)	100% (405 of 405 respondents)	100% (180 of 180 respondents)
'Better off'	Percentage of students who report having gained skills and knowledge as a result of the workshop/s	0% (No workshops were delivered)	0% (No workshops were delivered)	76% (23 of 30 respondents)
	Percentage of clients who report they gained knowledge or skills to support their housing needs as a result of engaging with HAC	100% (186 of 186 respondents)	100% (186 of 186 respondents)	80% (144 of 180 respondents)

MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Annual Sector Lead Report: Te Pū Harakeke - Community Collective Manawatū

PRESENTED BY: Ahmed Obaid, Community Development Advisor

APPROVED BY: Kerry-Lee Probert, Acting Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee received the Annual Sector Lead Report 2023 (Attachment 1 - 3) submitted by Te Pū Harakeke – Community Collective Manawatū.

1. ISSUE

- 1.1 Te Pū Harakeke – Community Collective Manawatū is delivering its second annual report (January – December 2023) as a Sector Lead organisation, which is appended to this memorandum at Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Te Pū Harakeke – Community Collective Manawatū against agreed activities and outcomes is included in this memorandum.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage Te Pū Harakeke – Community Collective Manawatū as a Sector Lead partner organisation.
- 2.2 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

'That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.'

- 2.3 A three-year Partnership Agreement commenced between Te Pū Harakeke – Community Collective Manawatū and the Council in July 2022. The

Agreement stipulates that activities funded contribute to the achievement of priorities 1 and 3 within Council's Goal 3 'A Connected and Safe Community'.

- 2.4 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. ANNUAL REPORT ANALYSIS

- 3.1 Te Pū Harakeke – Community Collective Manawatū is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme, Lottery Grants Board, Pub Charity, and other funders.

- 3.2 Te Pū Harakeke - Community Collective Manawatū was founded in 1971 as the Palmerston North Community Services Council to bring together and provide support for Palmerston North based community organisations. Their membership consists of over one hundred for-purpose organisations and individuals working in the social sector and local community.

- 3.3 The amount of funding Te Pū Harakeke – Community Collective Manawatū receives through this Sector Lead Partnership Agreement totals \$397,243 for 2023/2024 (plus GST and adjusted for inflation each year of contract).

- 3.4 Included in this total funding is \$94,140 for activity delivery, \$67,006 for the day to day management of Hancock Community House on behalf of Council, \$5,000 to purchase furniture for Hancock House, \$221,097 as the Community Development Small Grants Fund for distribution on behalf of Council, and \$10,000 for administering the Small Grants Fund.

3.5 Assessment of agreed activities

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Connected and Safe activities			
Priorities 1 & 3	Facilitate capability and capacity building training sessions, programmes, workshops for community groups	<p>Te Pū Harakeke have delivered a good number of activities and programmes in this period. A total of 18 workshops and training sessions to 253 people were delivered across a broad range of topics.</p> <p>Te Pū Harakeke regularly seeks feedback from community</p>	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		groups to help plan for their future activities, which ensures that they are building capacity and capability in the areas most needed by the sector.	
Priorities 1 & 3	Facilitate a membership network for the community sector	Te Pū Harakeke has 111 members, which is a slight increase on last year. They organize a bimonthly meeting for members to connect and collaboration. Their staff play an important role in encouraging and supporting these connections.	Met
Priority 1	Deliver Social Wellbeing Forum (SWF)	Te Pū Harakeke ran the SWF in October 2022. The report and recommendations were presented to the Community Committee in May 2023. Planning for the next SWF is underway; to determine focus areas Te Pū Harakeke will capture views of the community sector through a pre- forum survey.	Met
Sector Lead activities			
Priority 3	Provide capacity-building and support for other community organisations to develop and connect.	In addition to the well-organised workshops and training sessions outlined above, Te Pū Harakeke have offered support and advice in four areas of need as part of their Te Tauteka programme. Those areas are: Governance and Strategy Preparing new or updating Trust Deeds Human Resources and employment Accounting/ financial compliance This programme is a great example of the leadership role of Te Pū Harakeke in the	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		community sector. A total of 9 groups have been supported across all areas. They are performing well in this area.	
Priorities 1, 3 & 4	Deliver the highest level of expertise and highest quality service.	Te Pū Harakeke are performing well in this area, as seen in the range of positive feedback received from the sector for their activities.	Met
Priorities 3 & 4	Think, work, and advocate strategically;	Te Pū Harakeke have regularly provided submissions to Council on behalf of the community social sector. They have also provided submissions on significant Bills such as the Charities Bill and the Incorporated Societies Bill. They are performing well in this area.	Met
Priorities 3 & 4	Have robust strategic and business plans in place.	Te Pū Harakeke have an excellent strategic plan. No concerns with the financial management of the organisation.	Met
Hancock Community House Management			
Priority 1	Management of Hancock Community House & Purchase of furniture and Equipment for Hancock Community House	Te Pū Harakeke are performing very well in providing day to day administration of Hancock Community House. They have a well-established relationship with all tenants and hold regular tenants' meetings. Bookings and administration of meeting rooms and reception services have been managed well by staff. Te Pū Harakeke were accommodating of a need to change processes around room booking fees with the introduction of Council's new financial system.	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Small Grants Fund administration			
Priority 3	Administration of Community Development Small Grants Fund	<p>The Community Development Small Grants fund provides groups up to \$5,000 for administration expenses. 62 groups applied of which 54 were approved. Groups demonstrating a higher level of need were prioritized due to the fund being oversubscribed.</p> <p>Staff work alongside Te Pū Harakeke to ensure continual improvement of processes, for example reducing assessment load on the committee by frontloading eligibility checks.</p>	Met

- 3.6 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.7 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2023 to 31 December 2023 is appended to this memorandum at Attachment 2.
- 3.8 The data demonstrates a steady increase in the number of members. It also shows an increase in the number of training workshops offered to community organisations which also saw an increase in participants. Te Pū Harakeke continue to increase their reach within the community and have been at the forefront of providing support to their sector.
- 3.9 The performance measure data provides a sound evidence base to support the information in the annual report.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of Te Pū Harakeke – Community Collective Manawatū for 2023

- 4.2 Staff have assessed that Te Pū Harakeke are performing well against their agreed activities across the board. The organisation continues to demonstrate significant growth in response to community demand, provide strong advocacy on social issues, and has demonstrated that building collaboration across the social sector is a core strength.

5. NEXT STEPS

- 5.1 Staff will continue to support Te Pū Harakeke to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.
- 5.2 Te Pū Harakeke will present its next Annual Report, covering year three of the agreement in the first quarter of 2025. Further staff commentary on progress will also be provided at that time.

6. 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?	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 achievement of action/actions in Connected Communities The action is: Administer grants in line with the community funding policy; Monitor for-purpose organisations contracted or funded by Council against agreed outcomes.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead partner organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. Te Pū Harakeke - Community Collective Manawatū Annual Report 2023 [↓](#) 
2. Te Pū Harakeke Performance Measures Data [↓](#) 
3. Te Pū Harakeke Financial Report 22/23 [↓](#) 



TE PŪ HARAKEKE
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Sector Lead Partnership Agreement Annual Report for 2023

Introduction

Te Pū Harakeke—Community Collective Manawātū was established in 1971 as a collective body for community and social service agencies in Palmerston North and the broader Manawātū region.

Our vision is **to see a strong, vibrant, and connected community sector in the Manawātū.**

Our mission is **to empower community groups to participate in, and contribute to, the community and its wellbeing.**

Our membership consists of more than one hundred for-purpose organisations and individuals working in the local community and social sector, and we are proud to partner with the City Council in this mahi.

This partnership has spanned the 54 years that we have operated, and we are particularly grateful for the City Council's ongoing financial support for Te Pū Harakeke an organisation, and for the city's community sector more generally.

Section 1: Contribution to PNCC Outcomes

Our activities contribute to the City Council's Goal 3: **A connected and safe community / He hapori tūhonohono, he hapori haumarū**, and contribute to the following priorities under that goal:

- Priority 1: Develop, provide, support or advocate for services, facilities and events that create a connected, welcoming, and inclusive community.
- Priority 3: Support communities to achieve their aspirations.

This report is structured under the agreed activities set out in Schedule 1 of our Sector Lead Partnership Agreement, and is followed by some general reflections on challenges and opportunities at the end.

This report covers the period 1 January – 31 December 2023.

Facilitating capability and capacity building training sessions, programmes, workshops for community groups:

Training workshops

We delivered 18 training workshops in 2023:

- Mana Tangata – Working With People
- Developing a Positive Volunteer Culture (in partnership with Volunteer Central) x2
- Strategic Thinking & Planning
- Managing Volunteers (in partnership with Volunteer Central)
- Rights & Rules: Dispute Resolution (in partnership with Manawatū Community Law Centre)
- Positive Psychology for Leaders
- Sexual Violence in Rainbow Communities (in partnership with InsideOUT Kōaro)
- Getting to Grips with Grant Applications
- Understanding Changes to the Incorporated Societies Act (in partnership with Manawatū Community Law Centre)
- Governance 101
- Governance 102
- Introduction to Te Tiriti o Waitangi &
- Implementing Te Tiriti o Waitangi in your Organisation
- IRD for Community Groups
- Karakia & Whakawhanaungatanga
- Volunteer's Rights & Responsibilities (in partnership with Volunteer Central)
- Essential First Aid

Training seminars and workshops	
Total attendees across 2023	253
Training attendees who told us that they learned new skills or knowledge at the training they attended.	98%
Training attendees who told us that they will implement a change or changes to their work as a result of attending the training.	94%
Net Promotor Score across 2023 (NPS uses a scale from -100% to 100%).	76%

Comments from training attendees have included:

“Great overview and intro to IRD requirements.”

“Great course. Great for those who have little knowledge of the Treaty.”

“Great interactive session. I loved the way this workshop was structured.”

“Great that the trainings are affordable for social sector”

Te Tauteka – Legal Entities Professional Advice & Support

Te Tauteka aims to make professional support accessible to community groups by covering professional fees in whole or in part to help address a specified issue.

For most groups who participate in this programme, the work can take 6-12 months or even longer, so most groups are in the programme across more than one SPG 6-month reporting period.

Across 2023, we assisted 9 community groups through this programme. An outline of the type of support provided is given below:

Number of groups supported by type of support provided	
Governance and strategy	4
Preparing new or updating Trust Deeds	3
Human resource & employment	1
Accounting/financial compliance	1

Community Accounting

We ran the Community Accounting programme in the first Semester of 2023. Community Accounting is delivered in partnership with Massey University's School of Accounting, and matches a small group of accounting students with a community group to assist with a specified issue or project. This project is overseen by a volunteer Chartered Accountant.

In Semester 1, 2023 one community group participated in this programme.

The Community Accounting programme has presented a number of challenges over the past few years. The programme is constrained by the need to fit within the timeframe of a university semester, and for community groups' projects to be within the scope and ability of accounting students. We have found over recent years that the number of requests for support which can be met within these constraints is low or non-existent.

The most common requests for accounting support now are from groups wanting to get set up on accounting software such as Xero. Moving forward, we will support groups using our inhouse knowledge, or seek professional support for community groups for limited and specified projects through our Te Tauteka programme.

Facilitating a membership network for the community sector

Te Pū Harakeke operates a three-tier membership system. Full membership is open to any not-for-profit group engaged in community or social service in the Manawātū region.

Associate membership is open to any other group engaged in social or community service in the region (eg businesses or government agencies). Individual membership is open to individuals engaged in community or social service.

Te Pū Harakeke members by category	
Full Members (not-for-profit community or social service groups)	95
Associate Members	7
Individual Members (including life members)	9
Total	111

Our membership remains in a stable position, with a slight increase on the previous year. Community groups report that they find value in our mahi, and the opportunities provided to network and connect.

In 2023, we held members meetings every two months (moving to 6-weekly in 2024), which provide an opportunity for community workers to expand their networks; help identify opportunities for collaboration; and keep kaimahi across the sector informed about what others are doing and where there is additional capacity within the sector.

In our most recent survey of members, 85% of respondents said they are both more connected to the community sector and more informed about relevant issues as a result of their membership.

Comments from members included:

"We so value what you folks do."

"I have found TPH staff are always available and ready to assist when required to do so."

"The TPH team have been a fabulous asset to Hancock House and the community sector this year."

We distribute a monthly newsletter, *Flax Pānui*, to help keep kaimahi across the sector informed about relevant issues, sector events, new programmes and services, funding and training opportunities and more. *Flax* has 582 subscribers, and each issue was opened an average of 657 times.

Delivering the Social Wellbeing Forum

As part of our SPG bid, we agreed on a biennial cycle for the Social Wellbeing Forum, meaning the next Social Wellbeing Forum will be held in the third quarter of 2024.

Initial planning for this is underway, with a tentative date in late September. In the lead up to the social Wellbeing Forum, we will conduct interviews with a broad range of community sector organisations and undertake a robust survey to inform the discussions to take place at the Forum and the report.

Maintaining a strategic leadership role within the sector by continuing to demonstrate the characteristics of a sector lead, including

- **Providing capacity-building and support for other community organisations to develop and connect.**
- **Delivering the highest level of expertise and highest quality service.**
- **Thinking, working, and advocating strategically**
- **Having robust strategic and business plans in place.**

This includes the training workshops and capability & capacity building programmes as outlined in section 1.

We also act as a sounding board to help community groups troubleshoot various issues and provide ad-hoc support to community groups on a wide variety of issues, which have included in 2023:

- Providing advice on
 - constitutional issues
 - governance and organisational leadership
 - strategic planning

- organisational structure
- complying with the Incorporated Societies Act 2022
- how to set up community groups
- where to apply for funding
- managing HR concerns
- promoting programmes and services
- writing grant applications and reporting
- Making referrals and connections to other relevant services
- Assistance understanding financial reporting and book-keeping
- Helping groups to set up petitions and surveys
- Printing and preparing documents

We have advocated for the sector in a number of different forums, including meeting regularly with funders and stakeholders.

Early in the year we presented the findings of the Social Wellbeing Forum to the Community Committee, and we provided copies of that report to a number of government ministers and MPs holding portfolios/spokesperson roles for areas raised in the report, and to a number of national-level sector groups.

Following the general election, we wrote to all Members of Parliament based in the Manawātū region to highlight the priorities of the community and social sector.

Our strategic planning is robust. We are working to our 2020-2025 Strategic Plan and an annual business plan. We will begin reviewing the Strategic Plan in the upcoming year. In 2023 we re-wrote and adopted a new Constitution. This was necessitated by the Incorporated Societies Act 2022 coming into force. The new constitution reaffirms our core purposes, but modernises some aspects of our governance and brings us into compliance with the Act. Our learnings from this process are valuable as we assist other Incorporated Societies to update their constitutions before the 2026 deadline.

Distributing the Community Development Small Grants Fund

The Community Development Small Grants fund is provided by PNCC as part of your annual budget and is to provide up to \$5,000 per group for essential administration expenses to enable local not-for-profit community groups to operate.

Funding for 2023/24 financial year was distributed in August, and was allocated in line with the Support and Funding Policy 2022.

\$231,097 was made available in the Council's annual budget for distribution. In addition to this, \$6,045 that had accumulated from previous years' unused emergency grants, returned grants, and accumulated interest was added to the pool for distribution. \$6,000 of these accumulated funds were retained to be distributed as emergency grants as needed.

62 groups made applications for the 2023/34 grant round, of which 54 were approved. As has been the case in previous years, the fund was oversubscribed, and groups were allocated funds on a pro-rata basis.

As with last year, and in line with the Funding and Support Policy, groups demonstrating a higher level of need were prioritised. This meant that some larger organisations, or those with larger reserves, were declined, meaning successful applicants were allocated a greater portion of what they applied for than in previous years.

Community Development Small Grants – Financial Year 2023/24	
Total number of applications assessed	62
Total number of grants distributed	54
Total number of emergency grants applied	2
Total number of emergency grants distributed	2
The following reporting measures relate to the funds distributed in the 2022/23 financial year (2023/24 statistics not available until we receive accountability reports later in the year):	
Percentage of applicants who report that the application and assessment process was efficient	100%
Number applicants who report they are better able to meet their essential administration expenses	100%

Managing Hancock Community House

We have provided day to day administration of Hancock Community House, including:

- Providing initial reception and directional services, support and advice to visitors, hirers, contractors, and suppliers as required.
- Managing the day-to-day operations of the building, for example handling mail, waste removal and facilitating access for contractors.
- Acting as point of contact for any maintenance and/or health and safety queries and ensuring these are passed on to the relevant PNCC teams.
- Managing the bookings and related administration of meeting rooms.

In July, we took over the invoicing of HCH meeting rooms from PNCC. Previously, this had been invoiced by PNCC and the income was then passed on to the tenants in the form of a credit against utilities charges. The income from meeting rooms is now paid to us (in a separate bank account), and distributed quarterly to the tenants. There have been some teething issues as we created new processes, including transitioning to a new online booking system, however we are confident these are now resolved.

- Coordinating tenant meetings and advocacy of tenant issues.
- Liaising with PNCC regarding health and safety policy and related documents, and for other health and safety queries and acting as point of contact for health and safety issues related to the communal areas and ensure these are passed on to the relevant City Council teams.
- Promoting and advertising Hancock Community House, the facility and services available, on behalf of the tenant organisations, in consultation with tenants.

In 2023, we made significant updates to the HCH website and updated the HCH brochure, distributing these to agencies around the city, we also advertised the meeting rooms through social media.

- Using the additional grant of \$5,000 per annum to purchase furniture and equipment required for Hancock Community House.

Hancock Community House – Reporting Measures

Reception desk is staffed weekdays from 9am to 4pm daily.	Achieved
Monthly billing information is 100% correct and delivered to PNCC on time each month.	Achieved
Customer satisfaction survey shows that 95% of room users were 'satisfied' or 'very satisfied' with their booking use and experience.	100%
Tenants satisfaction survey shows that 95% of tenants were 'satisfied' or 'very satisfied' with their use of the facility and services provided.	100%
No security fobs are misplaced.	Achieved
A 'contractors onsite' register is maintained.	Achieved
A 'current tenants' register is maintained.	Achieved
A 'building maintenance' register tracking the reporting and resolution of health and safety issues is maintained.	Achieved
A 'hazard register' is maintained.	Achieved
Tenants' meetings are held at least quarterly.	Achieved
One activity or initiative is delivered per year promoting the availability and use of Hancock House to community groups	Achieved
The furniture and equipment budget is spent each year in an appropriate manner, with records of purchases kept.	Achieved (2022/23)

Funds for the year ended 30 June 2023 were applied to:

Technology replacements	\$1,406
Furniture	\$2,699
Waste removal	\$389
Cleaning supplies	\$301
Health & safety expenses	\$132
Miscellaneous	\$153
Total	\$5,080

In addition to the furniture & equipment grant, funds accumulated from koha received for the use of the small meeting rooms has been used to:

- purchase and install additional cabinetry in the downstairs kitchenette
- purchase and install a dishwasher in the downstairs kitchenette
- update directory boards and signage for new tenancies

In 2023 we received some funds from the Palmerston North Community House Trust, an entity which has not been active since HCH was built and was formally wound-up last year. These funds were also used to contribute to the cost of the dishwasher.

Maintenance and other issues for to note

We noted in our last report on the management of Hancock Community House that there are issues with pigeons nesting on the roof and causing a lot of noise. This issue is ongoing and needs to be addressed.

Similarly, we have noted previously that the carpet in some places has become very threadbare. Some repairs were made by inserting patches, however the carpet throughout the building does continue to deteriorate.

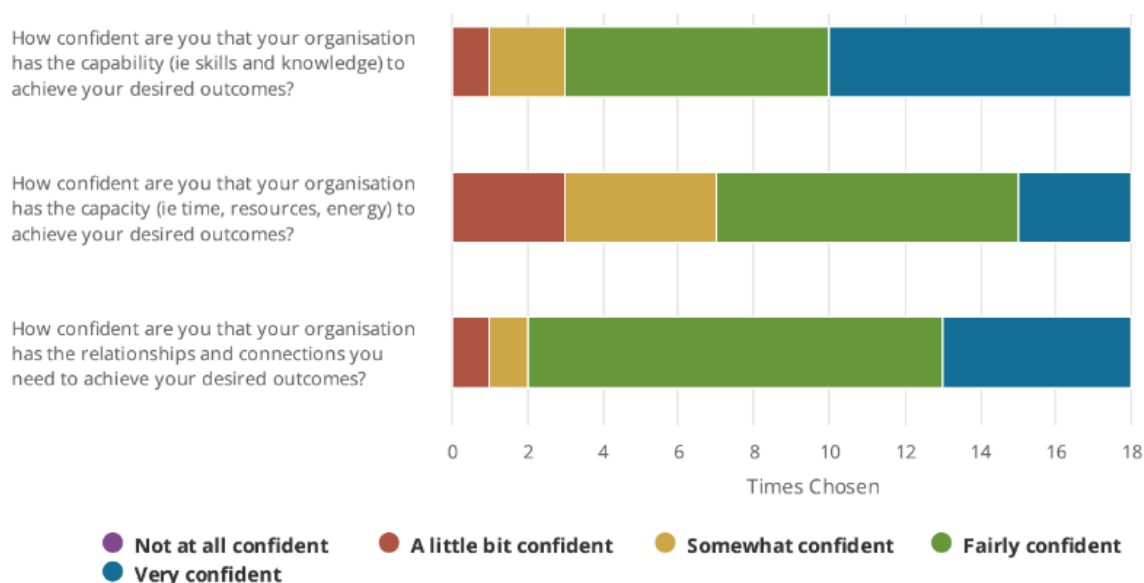
Lastly, many of the common areas and meeting rooms are in need of a fresh coat of paint, and we hope that money is made available in the Long-Term Plan for this renewal work.

Section 3: Challenges and opportunities ahead

We surveyed our members on their confidence levels in January and found that these are essentially unchanged since the social wellbeing forum held in 2022.

Organisations continue to be fairly confident that they have both the capability (skills and knowledge) and connections to deliver the outcomes they want to see, but are slightly less confident that they have the required capacity (i.e. time, resources, and energy).

Asked what the top issues facing the communities and clients community sector kaimahi work with are, cost of living overtook housing, but these continue to top the list by significant margins – although we would note that we had considerably fewer responses to this survey than participated in the Social Wellbeing Forum. We hope that we will have a better idea of trends following the SWF later in the year.



At present, the community sector exists in a state of uncertainty, with some anxiety about what the change of government may mean for funding and contracts for services. We are currently in a 'wait and see' phase and will be actively monitoring what changes central government agencies make to existing

arrangements. A number of groups anticipate larger funding gaps than they have experienced in recent years, and may look to local government and other funders for increased support.

Within our organisation, we are in a phase of transition with some new staff joining the team. We are taking this opportunity to evaluate whether the current use of staffing resource strikes the right balance, and are seeking ways to dedicate a greater share of our staff time to community development work, and less in administrative tasks.

Section 4: Reflections and conclusions

The nature of the community sector means that much of our work in building the capability and capacity of community groups never ends with a constant turnover of staff and volunteers and new challenges always arising for groups in terms of compliance, best practice, new technology, and social trends. This means that our work is never completed, and it is up to us to ensure that we keep up to date with those trends.

Once again, we thank PNCC for your ongoing support of Te Pū Harakeke and the social and community sector, and for the opportunity to engage through this sector lead partnership.

Te Pu Harakeke Performance measure data for period July 2022 to Dec 2023

RBA	Performance Measure	1 July 2022 – 31 Dec 2022	1 Jan 2023 – 30 Jun 2023	1 July 2023 – 31 Dec 2023
'How much'	Total number of member organisations	104	106	109
	Total number of capability and capacity building training sessions delivered	15	8	10
	Total number of attendees at the training sessions	165	107	146
	Total number of capability and capacity building support programmes delivered (long term support for groups)	1	2	1
	Total number of organisations who access capability and capacity support services	4	6	6
'How well'	Percentage of trainees who report they are likely to recommend the training sessions	78% (76 of 97 respondents)	77% (58 of 75 respondents)	82% (76 of 93 respondents)
'Better off'	Percentage of member organisations who report they feel more connected to the community sector as a result of their membership with Te Pū Harakeke – Community Collective	99% (18 of 19 respondents)	77% (17 of 22 respondents)	85% (17 of 20 respondents)
	Percentage of attendees who report they learnt new skills and knowledge as a result of the support that is provided by Te Pū Harakeke	99% (101 of 102 respondents)	99% (87 of 88 respondents)	98% (97 of 99 respondents)
	Percentage of attendees who report they intend to implement new knowledge within their organisation	92% (94 of 102 respondents)	95% (83 of 87 respondents)	93% (91 of 98 respondents)
	Percentage of participants who report they learnt new skills and knowledge as a result of support services provided by Te Pū Harakeke – Community Collective	100% (2 of 2 respondents)	100% (4 of 4 respondents)	100% (1 of 1 respondents)
	Percentage of participants who report an improvement in their organisation	50% (1 of 2 respondents)	100% (4 of 4 respondents)	100% (1 of 1 respondents)



Palmerston North Community Services Council Inc.
trading as Te Pū Harakeke—Community Collective Manawātū

Annual Performance Report

for the year ended 30 June 2023

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We are grateful for the generous support of



About us

Our Vision

A strong, vibrant, and connected community sector in the Manawātū.

Our Mission

To empower community groups to participate in, and contribute to, the community and its wellbeing.

As we assert our mission and objectives, we do so with full recognition of Te Tiriti o Waitangi as the founding covenant for Aotearoa New Zealand and as a critical guide for our work.

Strategic Objectives

1. Provide services to member organisations to support and boost their mahi.

- Provide networking opportunities for community organisations to strengthen connections, share knowledge and create opportunities for working together.
- Where appropriate, use our knowledge of the community to connect people and services.
- To strengthen and community resilience, support the building capability and capacity of people in the community sector.
- Develop and maintain relationships with local government, business, and other community-based networks in Palmerston North.

2. Provide services to the community that help build the mana and sustainability of TPH.

- Encourage and support innovative ideas and programmes for community development.
- Consider and pursue opportunities within the kaupapa of the organisation, such as the management of Hancock Community House and the Small Grants Fund administration.

3. Advocate for the social services/community sector and communicate our stories, and stories of our members, to funders, supporters, and the wider community.

- Communicate our own information.
- Communicate the stories of our members.
- Provide advocacy for the social services / community sector.

4. Ensure governance needs are met, and provide leadership to the community sector by modelling best practice for community organisations.

- Transform the Collective to a governance-focused board, including a robust set of policies covering the areas of finance, operations, personnel, governance and health and safety.
- Support a team of staff (paid and volunteer) who are passionate about the Palmerston North community and the needs of our members.
- Support and facilitate staff growth and self-reflection in a safe, fun, supportive environment.
- Ensure the collective has the appropriate spread of knowledge, skills and attributes relevant to running a small to medium size community service.
- Ensure robust administration and financial processes.

Our Team

Board

Kim Penny (Chairperson)
Cameron Jenkins (Treasurer)
Kate Aplin
Garry Buckman (resigned March 2023)
Helen King
Courtney Manu
Catherine Rikihana
Jon Spencer

Staff

Timothy Kendrew, BA, PpHTR
(Kaiwhakahaere Matua / Manager)

Josephine Gutry, BHLthSci, DipSciTech
(Kaiāwhina / Administrator)

Justin Ngai, MA, BA (Hons)
(Kairuruku Kaupapa / Programme Coordinator)

Kanchana Seneviratne, BA (Hons)
(Kaiwhakataū Manuhiri / Customer Services Officer)

Placement Student

Jada Tiepa (Studying Bachelor of Social Services
at UCOL Te Pūkenga)

Our Members

(as at 30 June 2023)

Community Groups

Abuse and Rape Crisis Support (ARCS)
ACROSS - Te Kotahitanga
Agape Fellowship
Age Concern Manawātū
Age Friendly Palmerston North
Alliance Française de Palmerston North
Alzheimers Society Manawātū
Amitabha Buddhist Centre
Aotearoa NZ Assn of Social Workers Manawātū
Arohanui Hospice
Barnardos Palmerston North
Big Brothers and Big Sisters
Birthright Central
Brain Injury Central Districts
Camellia House
Cancer Society Manawātū
Citizens Advice Bureau Palmerston North
City Mission Palmerston North
Community Birth Services
Creative Sounds Society (The Stomach)
Deaf Aotearoa
Disabled Persons Assembly PN
English Language Partners
Environment Network Manawātū
Epilepsy NZ
Financial Freedom Trust
Hato Hone St John
Hokowhitu Village Centre
Home in Place NZ
Housing Advice Centre
Just Zilch
Kind Hearts Trust
Legacy Centre
MaLGRA (Manawātū Lesbian & Gay Rights Assn)
Mana o te Tangata Trust
Manawatu Abuse Intervention Network
Manawātū Chinese Community Trust
Manawātū Community Housing Trust

Manawatū Community Law Centre
 Manawatū/Horowhenua/Tararua Diabetes Trust
 Manawatū Multicultural Council
 Manawatū PARS (Prisoners Aid & Rehabilitation)
 Manawatū Peoples Radio
 Manawatū Tenants' Union
 Manawatū Toy Library
 Manchester House Social Services Society
 Manline
 MASH Trust
 Massey University Students Association
 MentorED
 MenzShed Manawatū
 Methodist Social Services
 Moneywise Manawatū
 Multiple Sclerosis Society Manawatū
 Neighbourhood Support Palmerston North
 New Zealand Red Cross
 Niuvaka Trust
 Options in Community Living
 Palmerston North Women's Refuge
 Parentline Manawatū
 Pit Park People Society
 Plant to Plate Aotearoa
 Plunket Manawatū/Whanganui
 PN Women's Centre/Te Whare o Ngā Wāhine
 Parafed Manawatu
 Presbyterian New Church
 PGF Services
 Project Waitangi Manawatū
 Public Service Association
 RECAP
 Salvation Army Palmerston North
 Samaritans Manawatū
 Social Socks Charitable Trust
 SPELADD NZ
 Square Edge Community Arts
 Street Van Palmerston North
 Strive Rehabilitation

SuperGrans Manawatū
 Supporting Families in Mental Illness
 Te Aroha Noa Community Services
 Te Hā o Hine-ahu-one PN Women's Health Collective
 Te Manawa Family Services
 Te Roopu Oranga o Highbury (Te Whare Koha)
 Te Roopu Whakaruruhau o Ngā Wāhine Māori
 The Manawatū Just Released Accommodation Trust
 Unions Manawatū
 Whatunga Tūao Volunteer Central
 Wellstop
 Work Manawatū
 Workbridge
 Youth One Stop Shop
 Youthline Central North Island

Government / Corporate Members

Enable NZ
 Health Hub Project NZ
 Mana Whaikaha
 Palmerston North Electorate Office
 Te Whatu Ora / Health NZ – MidCentral
 UCOL Te Pūkenga

Individual Members

Angela Baker
 Robyn Barnett
 Lyal Brenton
 Jean Hera
 Teisa Kurene

Life Members

Cathy McCartney
 Sue Swinbourne



Chairperson's Report

As I write this annual report we're in the midst of a general election campaign, with all the uncertainty that adds to the other dynamics of serving our community. I know that, in the midst of the topsy-turvyness, our member organisations are getting on with the mahi of developing and strengthening our community—one person, one workshop, one pamphlet and one media post at a time! Thank you.

Key findings from last year's Social Wellbeing Forum (SWF) were that housing continues to be a major issue, and cost of living increases have added pressure to households. Recent reports have shown how the increase in profits of large companies have been a key driver on inflation,¹ and it feels frustrating at the coal-face to be unable to make the structural changes necessary to address the systemic inequities that underlie these issues.

The SWF found that organisations are generally feeling optimistic, although under pressure due to the difficulties in finding appropriately qualified and experienced staff. A key message is that the sector feels that it provides good coverage of the community's needs, but would be able to do more with greater resources to equip the work already being done.

Worth noting also is that a key finding from the 2019 SWF—a proposal to teach financial literacy in schools—is now being talked about as government policy, and being bandied about in the election campaign; it's good to know that our voices do get heard at the policy level from time to time!

I get pleasure from working with the Te Pū Harakeke team who are focused on our role to support member organisations and their important work; thank you everyone! This year Tim, Kanchana, Justin and Jose all settled into their roles, and we were able to commence offering back-room financial services to one member organisation. We are excited to look to extend this service to other members over the next year.

We welcomed two new Board members this year, Courtney Manu and Helen King. We really valued their fresh perspectives, although sadly we are farewelling Courtney as she plans to focus on other commitments in the future.

Thank you also to Cam Jenkins for stepping into the Treasurer role, and to our other Board members: Cat Rikihana, Jon Spencer, and Kate Aplin. Garry Buckman stood down during the year after many years of service, and we wish him well in his next adventures.

Thank you everyone for your important mahi in the community, and for your support of Te Pū Harakeke.



Kim Penny
Tumuaki / Chairperson

¹ NZCTU Te Kauae Kaimahi, FIRST Union & ActionStation, (August 2023). Profit-led Inflation in Aotearoa New Zealand.
<https://actionstation.org.nz/publications/profit-driven-inflation>

Manager's Report

The end of 2022 saw a new name for the Palmerston North Community Services Council: Te Pū Harakeke—Community Collective Manawatū. Te Pū Harakeke alludes to our mahi connecting and equipping community groups, similar to the way individual leaves of the harakeke (flax) are connected at the roots and sustained as part of a larger whole.

The past year has also seen us mostly return to 'normal' in the delivery of our services as we work to see a strong, vibrant and connected community sector in the Manawatū.

The days of lockdowns, cancelled events and the myriad other impacts of Covid-19 look to be behind us, although we have had to contend with the new challenge throughout the year with various staff needing to isolate at home for a week at a time.

This year has marked the first year of a new funding and partnership arrangement with Palmerston North City Council as they trial 'Sector Lead' partnership agreements. This structure acknowledges the leadership role we, along with other key community sector networks, hold in the community, and our work bridging the sector and Council.

This year we delivered 23 workshops on a variety of topics aimed at building the capability and capacity of local community groups, and feedback from these continues to be positive.

We've continued to focus on connecting the sector, with regular members' gatherings and other networking opportunities. A highlight was co-hosting a lunch with the local branch of the Aotearoa NZ Association of Social Workers, where we remembered the legacy of Merv Hancock.

I want to acknowledge Sonya Holm, who has—entirely voluntarily—written and published a

series of profiles on TPH member groups in the Manawatū Guardian. Raising the profile of our mahi our members do, and the services they offer the public, continues to be a goal of ours.

In September we hosted a meet-the-candidates event for PNCC hopefuls as part of our goal of advocating for community groups and ensuring that community sector's stories and challenges remain in the minds of local & central government decision-makers.

A major project this year was the Social Wellbeing Forum, held at the end of October—the first since 2019. This included a significant research component in the lead up, around 70 attendees at the forum itself, and the production of a report following the forum which has enabled us to advocate for the sector more effectively by providing up to date data and perspectives on the state of the sector.

The report was shared with city councillors, government ministers, MPs, funders and national advocacy groups, and it's been heartening to see community groups build on the SWF work within their own sectors too.

I want to thank each of our members for your support and engagement with us—our work would be meaningless without you and the amazing mahi you all do in the community.

Lastly, to all of the Te Pū Harakeke team—Kanchana, Jose and Justin, and to Kim, Cam, and the whole Board—ngā mihi nui ki a koutou katoa.



Tim Kendrew
Kaiwhakahaere Matua / Manager



Audited Financial Statements

for the year ended 30 June 2023

This performance report has been approved by the Board, for and on behalf of Palmerston North Community Services Council Incorporated (trading as Te Pū Harakeke—Community Collective Manawatū), on 21 September 2023:



Kim Penny
Chairperson



Cameron Jenkins
Treasurer

Entity Information

For the year ended 30 June 2023

Legal Name	Palmerston North Community Services Council Incorporated
Trading Name	Te Pu Harakeke—Community Collective Manawatu
Type of Entity and Legal Basis	Incorporated Society
Registration Number	CC31325 / Incorporation Number 575757

Our Purpose or Mission

Our Vision is a strong, vibrant and connected community sector in Palmerston North. Our Mission is to take a lead role in facilitating the empowerment of community groups to participate in and contribute to the community and its wellbeing.

We support organisations working in the community and social services sector Palmerston North by providing training and advice, networking and collaboration opportunities, sharing knowledge, information and resources and advocating for the needs of the community sector in policy and decision-making.

Our Structure

Membership of Te Pu Harakeke is made up of not-for-profit organisations, and other businesses, agencies and individuals engaged in community or social services in the Manawatu. Governance is by a Board, (previously referred to as The Collective), who are elected by our non-profit member organisations. The board employs a Manager who oversees a small team of staff.

Main Sources of the Entity's Cash and Resources

Palmerston North City Council three-year Sector Lead Partnership Agreement (comprised of a Strategic Priority Grant; contract to manage Hancock Community House; and contract to administer the Community Development Small Grants). Other grants are received from PNCC's Community Training Fund, the Department of Internal Affairs, and philanthropic trusts; income is also received from membership subscriptions and services delivered (such as trainings, room hire).

Main Methods Used by the Entity to Raise Funds

Grants, contracts for services, membership subscriptions, and training registration fees.

Our Reliance on Volunteers and Donated Goods or Services

The Board is made up of volunteers. We also have volunteers who act as assessors for the Community Development Small Grants Fund, and have had volunteers facilitate some of our forums and trainings. Additionally, we have hosted students on placement from UCOL who have contributed to our work this year.

Contact details

Address	Hancock Community House 77 King Street Palmerston North 4410
Phone	06 354 3809
Email	info@tepuharakeke.org.nz
Website	www.tepuharakeke.org.nz

Statement of Service Performance

For the year ended 30 June 2023

Description of Outcomes

To build the capability and capacity of the community and social services sector in the Manawatu. To provide leadership, advice, and support to the community and social service sector in Manawatu. To build and strengthen connections between organisations, share knowledge, and create opportunities for collaboration within the community and social services sector in the Manawatu. To encourage and support innovative ideas and programmes for community development in the Manawatu. To develop relationships with local government, businesses and other community-based networks in the Manawatu.

Description and Quantification of Outputs	This year	Last year
Connecting the Community Sector		
Non-profit organisations	92	88
Individuals	5	6
Businesses/Government Agencies	6	11
Life Members	2	2
Total number of members	105	107
Networking events for the community sector	7	8
Advocacy events/other meetings for the community sector	1	5
Social Wellbeing Forum	1	
Managers' Forums	4	3
Building Capability & Capacity		
Training Programmes delivered	23	16
Number of attendees at training programmes	272	266
Te Tauteka (Legal & Professional Support) Clients Supported	7	6
Informing the Community Sector		
Flax Panui issues published	12	12
Flax Panui primary subscribers	476	413
Flax Panui average opens per issue	747	719
Grants Distributed		
PNCC Community Development Small Grants Awarded	53	62
Community Development Emergency Grants Awarded		1

Additional Output Measures

Our training in 2022/23 received a Net Promoter Score of 74% from attendees. 99% of training attendees reported they have learnt new skills or knowledge, and 94% reported they intend to implement changes to their work as a result. 77% of members who responded to our latest survey reported that they feel more connected to the community sector, and 82% reported that they feel more informed about the community sector as a result of their membership.

Statement of Financial Performance

For the year ended 30 June 2023

Revenue ^{note 1}	This year (\$)	Last year (\$)
Donations, fundraising and other similar revenue	27,500	36,513
Fees, subscriptions and other revenue from members	9,174	10,293
Revenue from providing goods or services	182,192	212,969
Interest, dividends and other investment revenue	2,009	264
Other revenue	2,743	1,023
Total Revenue	223,618	261,062

Expenses ^{note 2}	This year (\$)	Last year (\$)
Volunteer and employee related costs	171,293	151,921
Costs related to providing goods or services	61,574	82,943
Grants and donations made	430	450
Other expenses	4,118	6,582
Total Expenses	237,415	241,896

Surplus/(Deficit) for the Year	(13,797)	19,166
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Statement of Financial Position

As at 30 June 2023

Assets	This year (\$)	Last year (\$)
Current Assets ^{note 3}		
Bank accounts and cash	78,091	85,896
Debtors and prepayments	4,720	4,123
Other Current Assets	21,703	21,168
Total Current Assets	104,514	111,187
Non-Current Assets ^{note 3}		
Property, plant and equipment	653	2,646
Total Non-Current Assets	653	2,646
Total Assets	105,167	113,833
Liabilities		
Current Liabilities ^{note 3}		
Creditors and accrued expenses	5,790	4,093
Employee costs payable	13,549	10,115
Total Current Liabilities	19,339	14,208
Total Liabilities	19,339	14,208
Total Assets less Total Liabilities (Net Assets)	85,828	99,625
Accumulated Funds ^{note 5}		
Capital contributed by owners or members	14,822	14,822
Accumulated surpluses or (deficits)	71,006	84,803
Reserves	-	-
Total Accumulated Funds	85,828	99,625

Statement of Cash Flows

For the year ended 30 June 2023

Cash Flows from Operating Activities	This year (\$)	Last year (\$)
Cash was received from:		
Donations, fundraising and other similar receipts	27,500	36,513
Fees, subscriptions and other receipts from members	9,174	10,221
Receipts from providing goods or services	184,577	213,234
Interest, dividends and other investment receipts	2,009	264
Other income		1,023
Net GST	133	(6,488)
Cash was applied to:		
Payments to suppliers and employees	230,768	238,752
Donations or grants paid	430	450
Net Cash Flows from Operating Activities	(7,805)	15,565
Cash flows from Investing and Financing Activities	This year (\$)	Last year (\$)
Cash was applied to:		
Payments to acquire property, plant and equipment	-	1,959
Payments to purchase investments		80
Net Cash Flows from Investing and Financing Activities	-	(2,039)
Net Increase / (Decrease) in Cash	(7,805)	13,526
Opening Cash	85,896	72,370
Closing Cash	78,091	85,896
This is represented by:		
Bank Accounts and Cash	78,091	85,896

Statement of Accounting Policies

For the year ended 30 June 2023

Basis of Preparation

Te Pu Harakeke (Palmerston North Community Services Council Inc) has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

Te Pu Harakeke (Palmerston North Community Services Council Inc) is registered for GST. All amounts are recorded exclusive of GST, except for Debtors and Creditors which are stated inclusive of GST.

Income Tax

Te Pu Harakeke (Palmerston North Community Services Council Inc) is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less. They exclude the Hancock Community House 002 and Small Grants Fund 001 as these are held on behalf of other entities.

Plants and Equipment

Items of property, plant, and equipment are stated at cost less accumulated depreciation and impairment losses. Where an item of property, plant, or equipment is disposed of, the gain or loss recognised in the statement of financial performance is calculated as the difference between the sale price and the carrying amount of the assets.

Depreciation

Depreciation has been charged against the operation of the Society in the Statement of Financial Performance. Rates have been used in accordance with current Inland Revenue rates. Depreciation rates are as follows: Furniture and Fixtures is 20%. Office Equipment is 25%. Computers is 50%.

Leases

Leases where Te Pu Harakeke (Palmerston North Community Services Council Inc) does not assume substantially all the risks and rewards of ownership are classified as operating leases. Payments made under operating leases are recognised in the Statement of Financial Performance over the term of the lease.

Revenue

Revenue comprises amounts received by the entity for goods and services supplied in the ordinary course of business, subscriptions from members, donations, and other similar style receipts.

Accounts Receivable

Trade Receivables are recognised at estimated realisable value.

Expenses

Expenses have been classified on their business function.

Measurement Base

All amounts are rounded to the nearest dollar, unless stated otherwise.

Changes in Accounting Policies

There have been no changes in accounting policies during the financial year (last year: nil).

Notes to the Performance Report

For the year ended 30 June 2023

Note 1 : Analysis of Revenue

Revenue Item	Analysis	This year (\$)	Last year (\$)
Donations and other similar revenue	Lottery Community Grant	20,000	20,000
	COGS Grant	2,500	3,000
	Pub Charity Ltd Grant (HCH Furniture)	-	13,513
	Eastern & Central Community Trust Grant	5,000	-
	Total	27,500	36,513

Revenue Item	Analysis		
Fees, subscriptions and other revenue from members	Member Subscription Fees	5,692	5,256
	Community Training Attendance Fees	3,482	5,037
	Total	9,174	10,293

Revenue Item	Analysis		
Revenue from providing goods or services	PNCC - Sector Lead Partnership Agreement (SPG)	90,000	107,905
	PNCC - Community Training Fund Grants	9,868	27,769
	PNCC - Small Grants Administration Contract	10,000	10,000
	PNCC - HCH Management Contract	62,859	61,206
	PNCC - HCH Equipment & Communal Exp Grant	5,000	5,000
	HCH Meeting Room Hire Revenue	1,116	583
	Photocopying and Printing Revenue	329	506
	Administrative Services Rendered	3,020	
	Total	182,192	212,969

Revenue Item	Analysis		
Interest and dividends and other	Interest Earned	2,009	264
	Total	2,009	264

Revenue Item	Analysis		
Other revenue	Sundry Income	343	423
	MSD COVID-19 Leave Support Scheme	2,400	600
	Total	2,743	1,023

Note 2 : Analysis of Expenses

Expense Item	Analysis	This year (\$)	Last year (\$)
Volunteer and employee related costs	ACC Levies	300	331
	Human Resources	-	1,138
	Salaries, Wages & KiwiSaver	168,810	147,594
	Staff Training & Professional Development	1,599	2,346
	Staff Travel	344	5
	Volunteer & Student Placement Expenses	240	507
Total		171,293	151,921

Expense Item	Analysis		
Costs related to providing goods or services	Advertising & Promotion	847	1,065
	Audit & Accounting	4,892	3,815
	Board Expenses	716	805
	Community Training Programmes	19,795	19,423
	Community Accounting	59	-
	Events	1,153	1,967
	Hancock Community House Administration & Events	1,757	2,287
	HCH Furniture, Equipment & Communal Expenses	5,080	18,531
	Insurance	2,040	1,980
	IT & Computer	4,397	5,213
	Managers' Forums	520	211
	Members' Meetings & AGM	1,052	349
	Office Furniture	447	787
	Other Operational Expenses	749	1,139
	Printing & Photocopying	1,939	1,895
	Professional Subscriptions & Memberships	343	443
	Rent, Carparks & Community House Charges	9,407	8,539
	Small Grants Fund Committee Expenses	263	440
	Social Wellbeing Forum	399	-
	Stationery & Administration	1,502	1,525
	Te Tauteka Legal Entities Programme	1,824	10,225
	Telephone & Internet	2,393	2,304
Total		61,574	82,943

Expense Item	Analysis		
Grants and Donations	Gifts, Koha & Donations	430	450
	Total	430	450

Expense Item	Analysis		
Other expenses	50th Anniversary History Project	2,000	4,012
	Bad Debts Written Off	50	-
	Bank Fees	75	125
	Depreciation	1,993	2,445
	Total	4,118	6,582

Note 3 : Analysis of Assets and Liabilities

Asset Item	Analysis	This year (\$)	Last year (\$)
Bank accounts and cash	Westpac Current Account	22,310	17,191
	Westpac Bonus Saver	55,781	68,705
	Total	78,091	85,896

Asset Item	Analysis		
Debtors and prepayments	Accounts Receivable	564	175
	Insurance	2,061	1,720
	GST Receivable	2,095	2,228
	Total	4,720	4,123

Asset Item	Analysis		
Other current assets	Westpac Term Deposit	21,703	21,168
	Total	21,703	21,168

Asset Item	Analysis		
Other non-current assets	Property, Plant, and Equipment	653	2,646
	Total	653	2,646

Liability Item	Analysis	This year (\$)	Last year (\$)
Creditors and accrued expenses	Trade Creditors	1,087	593
	Credit Card Balance Owing	543	
	Accrued expenses	4,160	3,500
	Total	5,790	4,093

Liability Item	Analysis		
Employee costs payable	Holiday Pay accrual	7,013	4,540
	PAYE Tax Payable	3,394	3,194
	Wages Accrual	3,142	2,381
	Total	13,549	10,115

Note 4 : Property, Plant and Equipment

This year	Asset Class	Opening Carrying Amount	Purchases	Current Year Depreciation & Impairment	Closing Carrying Amount
	Computers	2,646		1,993	653
	Total	2,646		1,993	653
Last year					
	Computers	3,132	1,959	2,445	2,646
	Total	3,132	1,959	2,445	2,646

Note 5: Accumulated Funds

This year	Description	Capital Contributed by Members	Accumulated Surpluses or (Deficits)	Total
	Opening Balance	14,822	84,803	99,625
	Surplus/(Deficit)		(13,797)	(13,797)
	Closing Balance	14,822	71,006	85,828
Last year				
	Opening Balance	14,822	65,637	80,459
	Surplus/(Deficit)		19,166	19,166
	Closing Balance	14,822	84,803	99,625

Note 6 : Commitments and Contingencies

Commitment	Explanation and Timing	at 30/6/23 (\$)	at 30/6/22 (\$)
Commitments to lease	Lease of Photocopier (Expires 24/5/27) - FujiXerox	5,028	6,418
or rent assets	Office Lease (Expires 1/3/26) - PNCC	8,324	9,776

Contingent Liabilities and Guarantees

There are no contingent liabilities or guarantees as at balance date (Last year: nil)

Note 7: Assets Held on Behalf of Others

Description of the Assets Held	Entity of Whose Behalf Assets are Held
Community Development Small Grants Fund (001 Bank Account)	Palmerston North City Council
Hancock Community House Koha Received (002 Bank Account)	The Tenants of Hancock Community House

Te Pu Harakeke has an agreement to manage the Small Grants Fund on behalf of the Palmerston North City Council. These funds are held in a separate bank account until such funds are distributed. Te Pū Harakeke collects koha from meeting room users at Hancock Community House on behalf of all the tenants, which are held in a separate bank account and used for communal expenses the maintenance and improvement of shared facilities.

Community Development Small Grants Fund (001 Bank Account)	This year (\$)	Last year (\$)
Opening Balance	3,705	6,000
Plus: Community Development Small Grants funds received from PNCC	254,074	235,895
Plus: Interest received	206	5
Less: Administration Fee transferred to trading account	(10,000)	
Less: Grants paid	(224,649)	(228,408)
Less: Emergency Grants paid		(2,300)
Less: transferred to trading account for GST payment to IRD	(10,441)	(7,486)
Closing Balance	12,895	3,705

Hancock Community House Koha Account (002 Bank Account)	This year (\$)	Last year (\$)
Opening Balance	7,448	7,022
Plus: Koha Received	1,544	1,050
Plus: Interest Received	32	5
Less: Funds applied to HCH maintenance and improvements	(7,443)	
Less: Funds applied to other HCH communal expenses		(629)
Closing Balance	1,581	7,448

Note 8: Related Party Disclosures

There were no transactions involving related parties during the financial year. (Last year: nil)

Note 9: Events After the Balance Date

There were no events that have occurred after the balance date that would have a material impact on the Performance Report. (Last year: nil)

Note 10: Correction of Errors

There are no correction of errors as at balance date.

(Last year: In the Statement of Cash Flow in the 2021 Performance Report, payments to purchase investments of \$21,088 was not disclosed, thus overstating the Closing Cash Balance. This has been rectified in the 2022 Performance Report, by including an adjustment to the 2022 Opening Cash balance in the Statement of Cash Flows.)

**INDEPENDENT AUDITOR'S REPORT
TO THE COLLECTIVE OF PALMERSTON NORT COMMUNITY SERVICES COUNCIL
INCORPORATED**

Opinion

We have audited the performance report of Palmerston North Community Services Council Incorporated (the Entity) on pages 1 to 12, which comprises the entity information, the statement of service performance, the statement of financial performance and statement of cash flows for the year ended 30 June 2023, the statement of financial position as at 30 June 2023 and the statement of accounting policies and other explanatory information.

In our opinion, the reported outcomes and outputs, and quantification of the outputs to the extent practicable, in the statement of service performance are suitable, and the performance report on pages 1 to 12 presents fairly, in all material respects the entity information and service performance for the year then ended, and the financial position of the Entity as at 30 June 2023, and its financial performance and cash flows for the year then ended in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit).

Basis for Opinion

We conducted our audit of the statement of financial performance, statement of financial position, statement of cash flows, statement of accounting policies and notes to the performance report in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the entity information and statement of service performance in accordance with the International Standard on Assurance Engagements (New Zealand) ISAE (NZ) 3000 (Revised). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Performance Report* section of our report. We are independent of the Entity in accordance with Professional and Ethical Standard 1 (Revised) *Code of Ethics for Assurance Practitioners* issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, the Entity.

Responsibilities of the Members of the Collective for the Performance Report

The Members of the Collective are responsible on behalf of the Entity for identifying outcomes and outputs, and quantifying the outputs to the extent practicable, that are relevant, reliable, comparable and understandable, to report in the statement of service performance; the preparation and fair presentation of the performance report in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit); and for such internal control as the Members of the Collective determine is necessary to enable the preparation of performance report that is free from material misstatement, whether due to fraud or error.

In preparing the performance report, the Members of the Collective are responsible for assessing the Entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless those charged with governance either intends to liquidate the Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Performance Report

Our objectives are to obtain reasonable assurance whether the performance report as a whole



is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this performance report.

As part of an audit in accordance with ISAs (NZ) and ISAE (NZ) 3000 (Revised), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the performance report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal controls.
- Obtain an understanding of internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of the use of the going concern basis of accounting by those charged with governance and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the performance report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conclusions may cause the entity to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant findings, including and significant deficiencies in internal control that we identify during our audit.

AuditLink Limited

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Palmerston North

21 September 2023

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Hutia te rito o te harakeke
Kei whea to kōmako e kō?
Ki mai ki ahau “he aha te mea nui o te ao?”
Maku e kī atu, “he tāngata, he tāngata, he tāngata!”

If the heart of the harakeke was removed,
where would the bellbird sing?
If I was asked “what is the most important thing in the world?”
I would be compelled to reply, “it is people, it is people, it is people!”

MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Annual Sector Lead Report: Manawatū Multicultural Council

PRESENTED BY: Ahmed Obaid, Community Development Advisor

APPROVED BY: Kerry-Lee Probert, Acting Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE:

1. That the Committee receive the Annual Sector Lead Report 2023 (attachments 1-3) submitted by the Manawatū Multicultural Council.

1. ISSUE

- 1.1 Manawatū Multicultural Council (MMC) has delivered its 2023 annual report as a Sector Lead organisation, which is appended to this memorandum at Attachments 1 to 3.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of MMCs performance against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage MMC as a Sector Lead organisation.
- 2.2 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

'That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.'

- 2.3 A three-year Partnership Agreement commenced between MMC and the Council in July 2022. The Agreement stipulates that activities funded contribute to the achievement of priorities 1 and 3 within Council's Goal 3 'Connected and Safe Communities'.

- 2.4 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. ANNUAL REPORT ANALYSIS

- 3.1 MMC is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme, Ministry for Ethnic Communities, Eastern & Central Community Trust, Ministry of Social Development, NZ Lottery Grants Board and other funders.
- 3.2 MMC was founded in 1993 to provide an essential point of contact for new migrants, former refugees, international students, and newcomers to the city.
- 3.3 MMC operates as a coordinating body for the many different ethnic and cultural groups in the city, providing information, resources and activities, with the aim of creating a connected and inclusive community.
- 3.4 The amount of funding MMC receives through this Sector Lead Partnership Agreement is \$65,000 per annum (plus GST and adjusted for inflation in years two and three). Funding for the current financial year totals \$67,990.
- 3.5 **Assessment of agreed activities**

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Connected and Safe activities			
Priorities 1 & 3	Operate the Multi-Cultural Centre	<p>MMCs Multi-Cultural Centre is located at Hancock Community House.</p> <p>The Multi-Cultural Centre is well-established as a hub of support and information for ethnic community members.</p> <p>During this period, the Centre has been operating successfully. Despite the challenge of having different managers throughout the year, MMC staff have continued to deliver all expected activities at the Centre.</p> <p>MMC have advocated to Council for an expanded Multi-Cultural Centre over several years, and during this period they participated in the resultant</p>	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		feasibility study.	
Priority 1	Deliver Holiday Programmes	MMC successfully facilitated holiday programmes with a significant number of children and collaborated well with other organisations.	Met
Priority 1	Provide Educational Workshops	<p>During this reporting period MMC delivered 33 educational workshops to support newcomers. The following are some examples of topics covered:</p> <ul style="list-style-type: none"> • IRD and ACC Workshop • Raising Bilingual Kids • Treaty of Waitangi • Family Violence Prevention <p>Staff are satisfied that MMC are delivering a good range of quality workshops.</p>	Met
Priority 1	Operate the Multi-Cultural Playgroup	A multicultural play group was held during terms 3 and 4 of 2023 school year. These were weekly sessions for any families wanting to attend. While the activity was implemented successfully, the attendance was not high with only a few families joining each session.	Developing
Priority 1	Provide language translation assistance	MMC now offers a language translation assistance in 30 languages, for those needing help with legal matters, employment, immigration, housing, and medical needs. Language assistance is a significant barrier for many in our community, and so this is a valuable service.	Met
Priority 1 & 2	Lead a membership network of cultural groups	MMC has a total of 60 member groups. MMC have organised meetings and activities for the member groups to connect. Member groups are sent weekly updates.	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		Towards the end of 2023 MMC's membership decreased by 3, for various reasons outside of MMC's control, and staff do not have concerns with this element.	
Priority 1 & 2	Contribute to the delivery of cultural events and celebrations, including the festival of cultures	MMC continues to successfully contribute to the planning and delivery of many cultural celebrations. MMC's biggest events of the year were: Festival of Cultures, World on Stage, and the Language Expo at the Library. The Language Expo was a new event and was highly attended.	Met
Sector Leadership activities			
Priority 1, 2 & 3	Provide capacity-building and support for other community organisations to develop and connect	MMC provided guidance and support to some community groups in 2023. For example, governance and financial management support to the Rohingya Community. They also organised information sessions about the new Incorporated Societies Bill for members. Staff look forward to seeing further growth in this area in future.	Developing
Priority 2	Deliver the highest level of expertise and highest quality service	MMC staff and board are committed to providing high quality services and activities. With more staff joining the organisation in 2023, MMC was able to see improved stability of service delivery.	Developing
Priority 1	Think, work, and advocate strategically	MMC contributed to Council's Multicultural Hub feasibility project by attending meetings with Council staff and consultants and supporting some engagement with the wider community.	Developing

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		<p>MMCs board formed a sub-committee to support and follow Councils project for a Multicultural Centre in the city.</p> <p>MMCs board has also seen some changes in its membership during this period. The new board is committed to developing and building their capacity in governance.</p> <p>MMC represent their membership in multiple areas, including the Welcoming Communities Advisory Group, and regularly contribute to cross-sector forums and advocacy opportunities.</p> <p>During 2023 MMC continued to have changes in their manager role, and this presented challenges for MMC in their ability to work strategically.</p> <p>At the end of 2023 MMC appointed a new Manager, and it is expected that they will achieve greater stability in 2024, and therefore will be able to become even more influential in contributing to the development of the wider sector.</p>	
Priority 1 & 2	Have robust strategic and business plans in place	<p>MMC reviewed their Strategic Plan and their internal policies in 2023. This will help them see their full potential moving forward.</p> <p>MMC is also expected to make required changes to its constitution to align with the new Incorporated Societies Act.</p>	Developing

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		<p>Financially, it is likely MMC will be losing a significant amount of funding from MSD by the end of this financial year due to the ending of its Community Connection Service Contract. This will mean that MMC may not be able to keep the Connector role unless funding is sourced elsewhere. The Connector role is essential to maintain connections with communities in need.</p> <p>MMC's other staff roles are also currently operating under pressure at 30 hours a week.</p>	

- 3.6 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.7 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2023 to 31 December 2023 is appended to this memorandum at Attachment 3.
- 3.8 The performance measure data provides an evidence base to support the information in the annual report.
- 3.9 The performance measure data shows that clients value the work that MMC does in the community, and they have scored highly in the satisfaction sections in this reporting period.
- 3.10 MMC has improved its utilization and management of volunteers in 2023, as evident in the increase of volunteers 20 to 65.
- 3.11 Overall, MMC has demonstrated some growth and improvement in 2023. The organisation managed to deliver the majority of their agreed 'Safe and Connected Communities' activities, despite the instability experienced in the management and governance of the organisation.

- 3.12 MMC has shown leadership in its sector by providing support and assistance to some smaller organisations in its sector, and are well placed to achieve greater outcomes in this area in the coming year. With a new Manager starting in January 2024, the MMC board are expected to focus on strategic issues and allow the new Manager to completely take on the day-to-day operations.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of the Manawatū Multicultural Council for 2023.
- 4.2 Staff have assessed that MMC are performing well against some of their agreed activities, with room for development in others. The organisation continues to demonstrate slow but steady growth in response to community demands and providing advocacy on issues of interest. Staff continue to encourage MMC to grow to their full potential as a Sector Lead organisation.

5. NEXT STEPS

- 5.1 Staff will continue to support MMC to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement. Intensive support is being provided to the new Board and Manager.
- 5.2 MMC will present its next Annual Report, covering year three of the agreement, the first quarter of 2025. Further staff commentary on progress will also be provided at that time.

6. 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?	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 achievement of action/actions in Connected Communities	
The action is: Administer grants in line with the community funding policy; Monitor	

for-purpose organisations contracted or funded by Council against agreed outcomes.	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being	Sector Lead Organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance

ATTACHMENTS

1. MMC Annual Report 2023 [↓](#) 
2. MMC Financial Performance Report 22/23 [↓](#) 
3. MMC Performance Measures Data [↓](#) 



Sector Lead Partnership Report 2023



Sector Lead Partnership Report 2023

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2.6 Contributing to the delivery of Cultural Events and Celebrations.

2.7 Maintaining a strategic leadership role within the sector by exemplifying the characteristics of a sector leader.

2.8 Contributing to the delivery of Cultural Events and Celebrations.

Section 3 – Challenges and opportunities

Section 4– Reflection and Conclusion

Section 1 – Introduction

For over three decades, Manawatū Multicultural Council (MMC) has stood as a beacon of inclusivity, unity, and cultural celebration in Palmerston North and Manawatū areas. Nestled within the heart of our vibrant community, we have been privileged to serve as a home away from home for individuals from diverse backgrounds, proudly embracing the rich tapestry of cultures that define us.

MMC remains steadfast in our commitment to fostering understanding, respect, and harmony among all members of our community. Our centre has served as a gathering place where traditions are honoured, languages are spoken, and friendships are forged across cultural boundaries.

Our mission is to celebrate, support and connect the multicultural communities of Manawatū. As of the end of 2023, MMC has acquired 63 community members, ranging from groups and individuals.

Our vision is for Manawatū Multicultural Council to be a sustainably funded organisation with a high profile in the Manawatū region, meeting the needs of its members. It will be well respected by other organisations, agencies and individuals offering programmes and events that support and connects its clients and celebrates the cultural diversity of Palmerston North. The Multicultural Centre will be the first stop for all migrants and refugees to Palmerston North. It will be the first stop for Newcomers to Palmerston North and will be an efficiently

run centre, having collaborative relationships with strategic partners and community groups.

Section 2 – Contributing to PNCC Outcomes and Agreed Activities

The Manawātū Multicultural Council’s programmes and activities support the following council goals:

- Goal 2 – A Creative and Exciting city, and
- Goal 3-A connected and safe community.

As a sector lead organisation, we continue to contribute to these goals by prioritizing the following:

Priority 1 - Developing and providing support to or advocating for services, facilities, and events that create a connected, welcoming, and inclusive community.

Priority 3 - Supporting communities to achieve their aspirations.

In this report, we would like to present our agreed activities and share how we have taken on challenges and seized opportunities. We will present our initiatives from January 2023 to December 2023, ending with our reflections and conclusions.

2.1 Operating the Multi-cultural Centre

At the MMC centre, located in the Hancock Community House Level 2, we aim to provide FREE services to help and support migrants, newcomers, international students and former refugee communities in Manawatu, to enable them to have

the opportunity to learn and get the support needed in a friendly environment. All of our programmes are open to the public, with no visa requirements.

Regular classes and activities at MMC Centre

All our classes are run by volunteer teachers. Enquiries made to MMC are accepted and processed by our centre staff. Our office/centre is open during the week between 10AM – 4PM. Below are some of the activities which were run in 2023, all held in our centre:

Activity	Participants	Remarks
MMC related enquiries (e-mail, walk-in, phone)	13,487	annually
Newcomers joining MMC	641	annually
English classes	200	monthly
Computer classes (by DIGITS)	32	monthly
Sewing classes	7	monthly
Textile design	10	monthly
Yoga classes	11	monthly
Cooking demonstrations	21	monthly
Arts and craft classes	25	monthly

Additionally, MMC also supports our community members by offering the MMC meeting room (pictured below) for the needs of our members (including First Language classes, meetings, rehearsals and workshops). There is no charge for our members to use the room.



Image: MMC meeting room

Total Venue support for 2023	686 attendees
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Language support groups

MMC, in collaboration with DIA provided various ways to support the First Languages available in Palmerston North, with a vision to encourage our ethnic communities to maintain connection with their native languages.

In 2023, we were able to support the following language classes in the following ways:

- FREE venue for classes (MMC meeting room, pictured above)
- Stationary purchases (reimbursement of up to \$500 / language)
- Printing (Language classes are able to use the MMC printer for FREE)
- Visit from MMC coordinator to oversee the classes run and distribution of MMC merchandise (tote bag, notebook and pens) to all participating students.

Please see the language classes below which MMC has supported in 2023:

1. Chinese
2. Portuguese
3. Arabic
4. Tamil
5. Filipino
6. Kiswahili (African)
7. Nepali

With the following languages possibly beginning in 2024:

8. Bahasa (Indonesian)
9. Burmese
10. Sinhala (Upcoming in 2024)
11. Farsi
12. Japanese

In total, all the language classes are attended by approximately 200 students monthly. We are pleased to report that 91% of our clients reported being satisfied or highly satisfied with our services, and 95% of our clients indicated feeling more connected to the wider cultural communities.

2.2 Delivery of Holiday programmes and Kids activities.

Last year, we organized a variety of kids' activities, playgroups, and holiday programmes. By providing these programmes, we aim to empower our Tamariki to access more opportunities and possibilities in their future lives.

Active Communities Programme (ACP)

In July 2023, MMC collaborated with Sport Manawatu, Niuvaka Trust and Bestcare Whakapai and put together a holiday programme that aimed at increasing active participation in sports across community groups. The Active Communities Programme (ACP) ran from 11-13 July 2023 at Massey university Rec Centre, during the Term 2 school holidays. The programme was aimed at children, with 75% of the participants made up of tamariki aged 5-11, and 25% were rangatahi (12-18). The quota of 150 children was filled in a relatively brief time, with attendance to the programme reaching above 90% daily. Ten sporting organizations were involved, including Basketball, Rugby, Football, Badminton, Skateboarding, Hip Hop dancing, and Kia-o-rahi. A group of Soran Dancers from IPU New Zealand also contributed by hosting a session to teach a Soran Dance routine. While planning the programme, we tried to tackle any barriers that may have barred participations, such as cost and transport. Funding from Tu Manawa Fund enabled us to provide the service for FREE. We also provided a bus service that enabled families with transport challenges to join in.

Poipoia Te Pitomata

In July 2023, MMC collaborated with St John in providing a programme aimed at rangatahi (aged 14-25 years old). The Kaupapa of PTP is to gift rangatahi, who would not otherwise have access to grow skills in self-determination, first aid and wellbeing. Poipoia te Pitomata provides enhancement and confidence for rangatahi to take positive steps into their futures. The programme ran from 10-13 July 2023, at King's Grace Church PN. The two facilitators, provided by St John, were joined by 9 rangatahi, from Palmerston North and surrounding areas.

The cohort of 9 was delivered the new and improved Poipoia te Pitomata. Of the 9 rangatahi attended, 44% (4) was of Middle Eastern descent, 11% (1) of Māori descent, 11% (1) were of pākeha descent, 22% (2) were of Asian descent, and 22% (2) of Bangladeshi descent. Each day, the rangatahi were taken through three main themes that are represented through a digital badge:

1. The Rangatiratanga badge – Is awarded at the end of the programme digitally to show that the rangatahi have built confidence and appreciation for their leadership journeys and strengths.
2. The Whakaora Whāwhai digital badge is awarded through their understanding of First aid situations and show they can act accordingly and safely.
3. The Whatumanawa badge indicates that the rangatahi can actively engage in tools and techniques that enhance their ability to look after their wellbeing.

Kids Market

The first Kids Market was held in 2023 on Children's Day. The Kaupapa of Kids Market is to educate and empower children with the needed knowledge and skills to thrive in planning, preparing, and selling products. The programme is a collaboration between MMC and Global Parents Support (GPS). Following the first event, Kids Market have been held every school holiday (April, July, October, December).

On average, each Kids Market event has attracted around 20 children who are interested to participate as stallholders. Participants range from children aged 5 – 15, mostly from families living in Palmerston North. Our organizations do not put restrictions on the type of products sold, except for hot food – for health & safety reasons. Previously, children sold a wide range of products, including handmade jewellery, bake goods, candy, preloved books and toys, and bath bombs.

Multicultural Playgroup

In year 2023, we managed to provide a facilitated multicultural playgroup from term 3 to term 4 every Friday mornings. The kaupapa behind this playgroup was to provide an environment where children can learn more about culture through songs and simple games. Parents were also welcomed to have morning tea while being with their children. They often used this time to chat and socialize with one another.

For two terms, we had a total of 122 attendees, with an average number of 1-2 families attending each session. At first, we explored the idea of travelling to the community libraries in and around the city, to be more accessible to those not able to travel too far from their home to attend the sessions. Specifically, MMC collaborated with Te Patikitiki, Ashhurst Library and Roslyn Library. We also held sessions in the city centre (Hancock Community House). We found that we had higher attendance when the playgroup was held in town. Due to this, in Term 4, we decided to hold the playgroup in the Hancock Community House. All in all, we had better attendance, however, it was still not as high as we had hoped. On average, we had approximately 2 families, with one specific day having around 5 families. However, towards the end of the year, our playgroup was attended by 1 family who comes regularly.



Image: Kids Market

2.3 Providing Educational workshops.

Last year we managed to provide 33 educational workshops for our multicultural communities.

- Happy Women workshop
- IRD workshop
- ACC workshop
- Raising Bilingual Kids Workshop
- Basic Car Maintenance Workshop
- Incorporate Society Act Talk
- Family Violence Awareness Workshop
- 3 Steps for Life – CPR Awareness Workshop
- Treaty of Waitangi Workshop
- Bowel Screening Workshop
- Family Violence Prevention with NZ Police

All these workshops were focused on how we can support our multicultural communities and members to overcome hardships on their lives. By providing educational workshops we have continuously sought to empower and uplift each member of our ethnically diverse community.

We had a total of 6,390 participants for all those workshops and we received 91% of feedback of them that responded with very satisfied.

2.4 Provision of Language translation services.

At the Manawatū Multicultural Council, we have 60 registered translators and interpreters proficient in 50 languages to support our communities. We extend our translation support to various government and non-government organizations, including Palmerston North Hospital, medical centres, the Ministry of Education, the Community Law Centre, Immigration New Zealand, and other community organizations.

2.5 Leading a membership network for our cultural groups.

MMC currently boasts 63 member groups. Last year, we successfully held 4 leadership meetings and our Annual General Meeting (AGM). However, recent staff transitions have posed challenges in organizing regular member meetings. Starting in 2024, we plan to convene member meetings every two months to ensure more frequent engagement and participation.

In 2023, we invited speakers and officials to address our members, empowering them to address their own community issues. Every Leadership meeting was concluded with a dinner and discussion session.

Recognizing the unique challenges faced by our members, our board members and staff offer one-on-one support sessions as needed.

MMC publishes a quarterly newsletter to keep members informed. Additionally, we provide regular updates and engage with our community through weekly notices and social media platforms. Presently, we have 1,959 followers on our social media page.

2.6 Contributing to the delivery of Cultural Events and Celebrations.

Manawatū Multicultural Council serves as a prominent hub for cultural events within the city, showcasing a rich tapestry of diverse traditions and heritage. Last year we organised and contributed to over 50 events and programmes in Palmerston North, some of which are:

- Festival of Cultures – World Fair, Teas & Coffees of the World
- World Heritage Month – Display at the PN City Library
- Race Relations Day
- World Refugee Day
- World on Stage
- Language Expo
- Palmy Play Fest
- Christmas Parade
- Awapuni Day

We also host culturally themed potluck dinners every last Friday of the month. This provides us with an opportunity to connect with our communities in a friendly and informal setting, allowing everyone to relax and enjoy each other's company.

- Filipino community
- Indonesian and Malaysian community

- Middle Eastern community
- Manawatu Bengali Society
- Welcoming Communities Week
- Vietnamese community
- Annual dinner

Last year we achieved 95% of satisfaction results from our community members for giving them this opportunity to taste of different cultural food.

2.7 – Maintaining a strategic leadership role within the sector by exemplifying the characteristics of a sector leader.

Primary Function

MMC partners with the Ministry of Social Development, Department of Internal Affairs, Ministry of Education, and others to implement projects that directly support capacity building within our communities.

Currently, MMC employs 2 permanent part-time staff members and one fixed-term staff member.

MMC reaches further.

In addition to the above, MMC expands its outreach through two significant projects under the MMC umbrella: employing 3 Community Connectors and 1 Welcoming Schools Programme Coordinator dedicated to supporting our migrant and former refugee communities.

Community Connectors

Here at MMC, we understand that navigating life in a new country can be a challenging experience. That's why our Community Connectors are here to provide support and assistance to our newcomers, former refugees, and migrant communities. We believe that everyone deserves to feel welcomed and supported in their new home. Our team of Community Connectors is dedicated to providing a range of services to help newcomers settle into their new communities with ease. Here are some of the specific ways we can assist them:

1. Immigration assistance
2. Translation service
3. Cultural orientation
4. Legal support
5. Housing support
6. SIQ (self-isolation quarantine) services

The Welcoming Schools Programme

The Welcoming Schools Programme (WSP), a key MMC initiative, promotes inclusivity and community engagement. In 2023, WSP achieved milestones including presenting the WSP Inclusivity Strength Analysis during the Welcoming Communities Welcoming Week, offering insights into our efforts to enhance cultural inclusivity in schools.

WSP activities include:

- Tailored Parent Workshops in primary schools for parents of migrant and former refugee backgrounds. These workshops, with translation assistance, fostered communication with School Leadership, with further support from MMC's Community Connectors.
- Collaborating with the Ministry of Education, the WSP organized Online Cultural Competence Workshops for school staff, with more sessions in in Term 1 of 2024.

- Partnerships with organizations like the Palmerston North Central Library expanded outreach, including participation in events such as the Summer Reading Programme Finale and PNINS First Voice.

The Welcoming Schools Programme currently collaborates with 12 Primary Schools, 3 Intermediate Schools, and an Early Childhood Education Centre in Palmerston North, fostering inclusivity across diverse communities.

Section 3 – Challenges and opportunities

Social and Political Challenges

In 2023 MMC welcomed many newcomers to Palmerston North, but we also witnessed some of our members leaving Palmy and even New Zealand due to social challenges. Factors such as the high cost of living and the unaffordable housing market were among the reasons prompting their departure. These frequent changes within our communities can impact their ability to contribute back to the community.

In the past year we also observed that political unrest worldwide placed significant pressure and stress on our ethnic communities. Many of our members expressed concern for their families, friends, and relatives amidst ongoing international conflicts. Unfortunately, due to various reasons, they were unable to be with their loved ones or receive any news from them. While we understand these issues are beyond our control, we always strive to create a warm and supportive environment at MMC for them to share their worries.

Space and facilities

MMC is currently situated in Hancock Community House. However, due to numerous projects, festivals, and workshops, we accumulate various equipment, decorations, and operational items. Regrettably, MMC lacks adequate storage space to organize these items efficiently. We consistently face challenges in finding suitable storage solutions to preserve these items for future use.

Despite these constraints, we continue to deliver some activities even without basic facilities. For instance, we conduct cooking demonstrations without access to a proper kitchen or stove. With the provision of adequate equipment and space for our activities, we are confident that we can further support our communities.

Staffing Challenges

Despite facing several management changes last year, MMC persevered and overcame numerous challenges to deliver exceptional work for the community. Despite the turbulence, our dedication remained unwavering, and we continued to prioritize serving the needs of our diverse community. Through resilience and determination, we not only maintained our performance but exceeded expectations, demonstrating our unwavering commitment to making a positive impact. Our accomplishments stand as a testament to the strength and dedication of our team, and we look forward to continuing to serve and empower our community in the year ahead.

Section 4 – Reflection and Conclusion

It is a fact that we must expect the constants changes and challenges in social services sector. It is no different in Multicultural and ethnic communities as either. But we believe by embracing diversity as a strength and committing to inclusive policies and practices, we can build a future where ethnic communities thrive and contribute fully to the Palmerston North's social, cultural, and economic life. As we reflect on our journey, we take pride in the countless lives we have touched, the stories we have shared, and the bonds we have strengthened. From cultural festivals to educational workshops, from support services to advocacy initiatives, we have continuously sought to empower and uplift each member of our ethnically diverse community.

As we embark on the next chapter of our journey, we remain dedicated to our founding principles of inclusivity, compassion, and mutual respect. Together, we can continue to celebrate our differences, cherish our similarities, and work towards a future where every individual feels valued and embraced.

Finally, we want to thank PNCC for their support and encouragements to MMC and for the community. We also want to thank for giving us this opportunity to lead our sector and be the voice of multicultural voice of Palmerston North.

Manawatū Multicultural Council Incorporated

PALMERSTON NORTH

Performance Report

For the Year Ended 30th June 2023

GW Greer & Wong Ltd
CHARTERED ACCOUNTANTS & BUSINESS ADVISORS



Manawatu Multicultural Council Incorporated
Performance Report
For the Year Ended 30th June 2023

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Manawatu Multicultural Council Incorporated

Entity Information

As at 30th June 2023



LEGAL NAME OF ENTITY

Manawatu Multicultural Council Incorporated

TYPE OF ENTITY AND LEGAL BASIS

Incorporated Society and Registered Charity

REGISTRATION NUMBER WITH DIA CHARITIES

CC31379

MISSION STATEMENT

To lead, support and celebrate multiculturalism and ethnic diversity through participation and advocacy.

ENTITY STRUCTURE

The Manawatu Multicultural Council Incorporated is made up of 64 community members.

The members elect MMC Board Executives made up of President, Vice-President, Treasurer, Secretary and 3 executive members.

The Manawatu Multicultural Council Incorporated employs 2 part time permanent staff: A Service Manager and an Office Administrator.

There are also 5 fixed time part time staffs from various projects: One Welcoming School Coordinator for 30 hrs, one Event and Programme Coordinator for 25 hrs, four Community Connector for 20 hrs each and Afghan Evacuees Navigator for 20 hrs.

Most programmes and activities of MMC are involved volunteers.

MAIN SOURCES OF THE ENTITY'S CASH AND RESOURCES

The Manawatu Multicultural Council Incorporated relies mainly on grants from the government and philanthropic trusts, individual donations and membership fees to cover the Manager, Office Administrator and Event & Programme Coordinator roles and all operating costs.

MAIN METHODS USED BY THE ENTITY TO RAISE FUNDS

The tickets sale at World on Stage Multicultural Concert and raffle tickets sale at Annual Dinner are the Manawatu Multicultural Council Incorporated's main fundraising event. Money raised contributes to the events operations.

ENTITY'S RELIANCE ON VOLUNTEERS AND DONATED GOODS & SERVICES

The Manawatu Multicultural Council Incorporated relies to a great extent on volunteers for activities. The executive committee members volunteer their time to set strategy, attend meetings and find guest speakers. All members meet monthly in MMC Board meeting for an update of the running of the Centre smoothly.

Manawatu Multicultural Council Incorporated
Statement of Service Performance
For the Year Ended 30th June 2023



DESCRIPTION OF THE ENTITY'S OUTCOMES

The Manawatu Multicultural Council Incorporated has been an incorporated society since 1995. It is made up of representative members of various ethnic communities and other interested individuals (associate members) from Manawatu with an elected executive of seven members. It operates and manages information, resources and activity centre at 77-85 King Street, Palmerston North (where staffs are employed part time). The Centre runs various classes, social support groups and community workshops as well as being a drop-in centre for getting information and advice. Besides, there are some projects funded by different Government department for us to support the migrants, newcomers and former refugees. The Community Connection Service has four connectors staff to provide case and support service to the Ethnic communities including COVID-19 isolation support, wellbeing support etc. Up to August 2023 the Afghan Navigation project provides case support service to Afghan evacuees. The Welcoming School project is working to support the schools providing welcoming multicultural background students. The strength of our service is our pastoral care to migrants, newcomers and former refugees who come and use the services available in the centre.

DESCRIPTION AND QUANTIFICATION OF THE ENTITY'S OUTPUTS

SI No.	Activities/Programmes/Events Attendance	2023	2022
01	3 Steps For Life - CPR Awareness Session	36	
02	Advanced English Conversation Classes		240
03	Afghan Connection case Service /Evacuees Navigation Service	64	20
04	Annual Dinner	150	Cancelled
05	Around the World event		135
06	Basic Cooking workshop/Cultural Cooking Demonstration	111	120
07	Beginners Fitness	10	
08	Christmas Parade/MMC float	50	Cancelled
09	Christmas Shared Lunch	100	Cancelled
10	Citizenship ceremony	280	
11	Community Participation (UCOL & Massey University Open Day, Awesome Awapuni Day, Bellyful Hui etc)	145	Cancelled
12	Computer Literacy	138	Cancelled
13	Connection Case Service	503	55
14	Connection-Language Assistance Service	300	
15	Connection Service Talks/Workshop	20	78
16	Connection SIQ Support Service	162	102
17	Covid 19 Vaccination Service / Pop up Clinics in different places	100	500
18	Dance and Yoga classes	102	36
19	Diwali Festival		Cancelled
20	EID Festival		700
21	English classes	787	100
22	EthKick	700	Cancelled
23	Ethnic Songs & Praises	360	
24	Festival of Cultures + Cultural Dress Parade	6,500	Cancelled
25	First Language classes (Chinese, Portuguese, Tamil etc)	1,200	772
26	First Voice Workshop	120	100
27	Global Festival		550

Manawatu Multicultural Council Incorporated
Statement of Service Performance
For the Year Ended 30th June 2023



28	Internship at MMC	04	
29	Kid's Market Day	300	
30	Lantern Parade	3,500	Cancelled
31	Leadership Dinner		53
32	Local Government Election 2022: Meet the Candidate	65	
33	Massey International students visit to MMC	30	
34	Meet & Greet with Funders and Stakeholders	50	
35	Monthly Cultural Potluck	750	130
36	MMC AGM	85	85
37	MMC networking (meeting with stakeholders and other organisation for collaboration)	40	
38	MMC Council meetings and Committee Meetings	82	64
39	Multicultural playgroup	15	
40	Navigation Community Talk/Workshops		75
41	Navigation Outreaching activities		39
42	Navigation Project Term Meetings		7
43	Navigation Researchers Interviews		72
44	Navigation Translator's Workshop		13
45	Navigation Translation Service		47
46	Newcomers Coffee Morning		10
47	New join in MMC classes	380	
48	Outdoor English Conversation class	233	200
49	Pōwhiri for newcomers	250	
50	Race Relations Day	300	Cancelled
51	Raising Bilingual Children Workshop	65	
52	Poipoia Te Pitomata (Harnessing Potential) Programme	120	
53	School Cultural Day/Programme		182
54	Sewing workshop	55	30
55	Shared Lunch	120	450
56	Sharing Arts & Culture	306	182
57	Sports Holiday Programme (Active communities programme)	280	
58	Strengthen /Governance Training		14
59	Teas and Coffee of the World	700	Cancelled
60	Visitor Enquiries	4,450	1800
61	Volunteers Recognition Dinner		18
62	Welcoming School Project Stocktake meetings	604	33
63	World Heritage Month	75	
64	World on Stage	950	670
65	World Refugee Day	600	400
66	Zoom Support Service to the members		36
67	Venue support service (workshop, meetings, rehearsal, etc.)	686	100
Total		27,033	8,218

Manawatu Multicultural Council Incorporated
Statement of Financial Performance
For the Year Ended 30th June 2023



	Note	2023 \$	2022 \$
REVENUE			
Revenue from providing goods or services	2(a)	507,831	279,372
Interest, dividends and other investment revenue	2(b)	9,981	1,300
Donations, fundraising and other similar revenue	2(c)	688	5,705
Fees, subscriptions and other revenue from members	2(d)	870	792
Total Revenue		519,370	287,170
Less Expenses			
Grants and donations made	3(a)	-	1,138
Volunteer and employee related costs	3(b)	269,465	152,659
Costs related to providing goods or services	3(c)	63,891	57,935
Other expenses	3(d)	48,051	43,715
Total Expenses		381,406	255,447
SURPLUS/(DEFICIT) FOR THE YEAR		\$137,964	\$31,723

The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached Independent Auditor's Report.

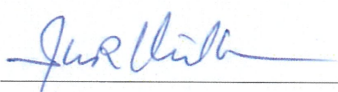


Manawatu Multicultural Council Incorporated
Statement of Financial Position
As at 30th June 2023



	Note	2023 \$	2022 \$
CURRENT ASSETS			
Cash and cash equivalents	4(a)	460,068	594,071
Trade and other receivables	4(b)	286,661	954
Short-Term Investments	4(c)	<u>56,394</u>	<u>56,394</u>
Total Current Assets		803,123	651,420
NON-CURRENT ASSETS			
Property, plant and equipment	5	10,422	14,587
Long-Term Investments	4(d)	<u>33,913</u>	<u>33,913</u>
Total Non-Current Assets		<u>44,335</u>	<u>48,500</u>
TOTAL ASSETS		847,458	699,920
CURRENT LIABILITIES			
Trade and other payables	4(e)	80,734	32,856
Employee Costs Payable	4(f)	8,725	4,175
Income in advance	4(g)	<u>284,899</u>	<u>429,800</u>
Total Current Liabilities		<u>374,359</u>	<u>466,832</u>
TOTAL LIABILITIES		<u>374,359</u>	<u>466,832</u>
NET ASSETS		<u>\$473,100</u>	<u>\$233,088</u>
Represented by;			
ACCUMULATED FUNDS			
Accumulated surpluses or (deficits)	6	<u>473,100</u>	<u>233,088</u>
TOTAL ACCUMULATED FUNDS		<u>\$473,100</u>	<u>\$233,088</u>

For and on behalf of the executive committee;

President 

Treasurer 

Date 23/8/2023

The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached Independent Auditor's Report.



Manawatu Multicultural Council Incorporated
Statement of Cash Flow
For the Year Ended 30th June 2023



	2023 \$	2022 \$
OPERATING ACTIVITIES		
Cash was provided from:		
Revenue from providing goods or services	182,844	603,803
Donations, fundraising and other similar receipts	688	5,705
Interest, dividends and other investment revenue	6,413	949
Fees, subscriptions and other revenue from members	870	792
Net GST refunds received from IRD	28,049	3,045
	<u>218,863</u>	<u>614,294</u>
Cash was applied to:		
Payments to suppliers and employees	<u>352,266</u>	<u>238,790</u>
	<u>352,266</u>	<u>238,790</u>
Net Cash Inflow (Outflow) from Operating Activities	<u>(133,403)</u>	<u>375,504</u>
INVESTING AND FINANCING ACTIVITIES		
Cash was applied to:		
Payments to acquire property, plant and equipment	<u>600</u>	<u>8,739</u>
	<u>600</u>	<u>8,739</u>
Net Cash Inflow (Outflow) from Investing and Financing Activities	<u>(600)</u>	<u>(8,739)</u>
NET INCREASE (DECREASE) IN CASH HELD	<u>(134,003)</u>	<u>366,765</u>
Opening Cash and cash equivalents	<u>594,071</u>	<u>227,305</u>
Closing Cash and Cash Equivalents	<u><u>460,068</u></u>	<u><u>594,071</u></u>

The accompanying notes form part of these financial statements. These financial statements have been subject to audit and should be read in conjunction with the attached Independent Auditor's Report.



Manawatu Multicultural Council Incorporated
Notes to the Performance Report
For the Year Ended 30th June 2023



1. STATEMENT OF ACCOUNTING POLICIES

Manawatu Multicultural Council Incorporated has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not for Profit) as established by the External Reporting Board for registered charities, on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$2,000,000.

All transactions in the Statement of Financial Performance are reported using the accrual basis of accounting. The accounting principles recognised as appropriate for the measurement and reporting of earnings and financial position on an historical cost basis have been used, with the exception of certain items for which specific accounting policies have been identified.

The Performance Report has been prepared under the assumption that the entity will continue to operate in the foreseeable future.

Changes in Accounting Policies

There have been no changes in accounting policies. All policies have been applied on bases consistent with those used in previous years.

Specific Accounting Policies

In the preparation of the performance report, the specific accounting policies are as follows:

(a) Property, Plant & Equipment

The society has the following asset classes and depreciation rates:

- Property Improvements 10% DV
- Furniture and Fittings 9.5-15% DV
- Plant & Equipment 11.4-67% DV

Property, plant & equipment are stated at cost less accumulated depreciation and any impairment losses.

(b) Foreign Currencies

Both the functional and presentation currency for the entity is New Zealand dollars.

Transactions in foreign currencies are initially recorded in the functional currency at the exchange rates ruling at the date of the transaction. Monetary items denominated in foreign currencies are retranslated at the rate of exchange ruling at the reporting date.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of the initial transaction.

The gain or loss on translation differences on non-monetary items is recognised in equity, whilst other translation differences to monetary items are recognised in the Statement of Financial Performance.

Manawatu Multicultural Council Incorporated

Notes to the Performance Report For the Year Ended 30th June 2023



(c) Goods & Services Tax

The performance report has been prepared on a GST exclusive basis with the exception of accounts receivable and accounts payable which are shown inclusive of GST.

(d) Income Tax

The incorporated society is a registered Charity, as its registration was accepted by the Charities Commission on 30th June 2008 and therefore tax exempt under section CW 41-43 Charities (Charities Act 2005) of the Income Tax Act 2007.

(e) Investments

Investments are stated at cost less any impairment. When required, impairment is recognised in the Statement of Financial Performance.

(f) Revenue

Interest income is recognised as it accrues using the effective interest method.

Fundraising and grants received are included in operating revenue. If particular conditions are attached to a grant that would require it to be repaid if these conditions are not met, then the grant is recorded as a liability until the conditions are satisfied.

(g) Receivables

Receivables are stated at their estimated realisable value. Bad debts are written off in the year in which they are identified.

2. ANALYSIS OF REVENUE

	2023 \$	2022 \$
(a) Revenue from providing goods or services		
World on Stage	4,943	17,295
Dinner Receipts	1,951	-
COGS	-	5,000
Lion Foundation	-	9,000
PNCC - First Language Programme	-	1,500
PNCC - Strategic Priority Grant	65,000	52,730
NZ Lottery Grants	36,250	-
PNCC - Celebration of Ethnic Songs & Praises	4,424	-
PNCC - World on Stage	6,000	-
PNCC - Festival of Cultures	391	-
Eastern and Central Community Trust	-	4,000
DIA - Community Wellbeing Project	-	25,000
MSD - Building Capability & Resilience	26,843	18,143
MSD - Community Connection Service	243,244	110,650
World Refugee day	-	500
MBIE - Afghan Evacuee Navigator	49,740	12,870

Manawatu Multicultural Council Incorporated

Notes to the Performance Report For the Year Ended 30th June 2023



Welcoming School Project	56,840	18,200
PNCSC - Small Grants Fund	-	3,669
DIA - First Language Programme	793	-
Statistics NZ Contract	5,000	-
Pub Charity - World on Stage	5,000	-
Sundry Income	212	816
COVID-19 Leave Support Scheme	1,200	-
Total	<u>507,831</u>	<u>279,372</u>

(b) Interest, dividends and other investment revenue

Interest Received	<u>9,981</u>	<u>1,300</u>
Total	<u>9,981</u>	<u>1,300</u>

(c) Donations, fundraising and other similar receipts

Donation - General	688	705
Donation - Olive Tree Charitable Trust	-	5,000
Total	<u>688</u>	<u>5,705</u>

(d) Fees, subscriptions and other revenue from members

Subscriptions	<u>870</u>	<u>792</u>
Total	<u>870</u>	<u>792</u>

Total Operating Revenue	<u><u>519,370</u></u>	<u><u>287,170</u></u>
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3. ANALYSIS OF EXPENSES

	2023 \$	2022 \$
(a) Grants and donations made		
Donations	-	1,138
Total	<u>-</u>	<u>1,138</u>
(b) Volunteer and employee related costs		
Accident Compensation Corporation	585	285
Subcontractors	36,489	-
Volunteers	530	2,080
Wages & Salaries	<u>231,861</u>	<u>150,294</u>
Total	<u>269,465</u>	<u>152,659</u>

Manawatu Multicultural Council Incorporated

Notes to the Performance Report For the Year Ended 30th June 2023



(c) Costs related to providing goods or services

Navigation Project	-	15,804
World Refugees Day	384	755
Census	723	-
Cooking Workshop	157	-
Cultural Dinner	3,242	-
Festival of Cultures	211	-
First Language	793	-
General Expenses	1,874	3,502
CC discretionary Fund	2,898	2,698
Community Support Service	3,715	-
Multicultural Concert - World on Stage	13,785	12,024
MSD - Capability Building Expenses	19,377	18,818
Parking Charges	358	-
Celebration of Ethnic Songs & Praises	3,600	-
Race Relations Day	328	-
Religious Diversity Workshop	-	128
Travel, Seminar & Training	3,968	-
Translation Service	3,261	-
Art & Craft Activity	108	101
Venue Hire	1,424	-
Teas of the World Expenses	447	-
SIQ Delivery	640	2,641
SIQ Purchase	2,598	1,463
Total	63,891	57,935

(d) Other expenses

Accountancy Fees	1,350	2,425
Advertising	735	1,615
Audit Fees	2,800	2,700
Bank Charges	40	5
Banklink	692	553
Computer & Website Maintenance	1,002	1,091
Interest	-	1
Insurance	2,272	2,528
Meeting & Entertainment Expenses	412	55
Office Expenses	1,399	-
IT Equipment	604	2,096
Printing, Stamps & Stationery	3,876	2,512
Rates & Water Expenses	-	1,244
Rent	23,213	16,012
Repairs & Maintenance	70	998
Staff Costs	-	1,032
Subscriptions & Memberships	284	531



Manawatu Multicultural Council Incorporated
Notes to the Performance Report
For the Year Ended 30th June 2023



Staff Workforce Development	-	86
Telephone & Tolls	4,538	3,428
Depreciation	4,765	4,802
Total	48,051	43,715
Total Operating Expenses	381,406	255,447

4. ANALYSIS OF ASSETS AND LIABILITIES

	2023 \$	2022 \$
(a) Cash or cash equivalents		
BNZ - Cheque a/c #00	143,616	162,183
BNZ - On call a/c #67	105,738	104,201
BNZ - Connection Service a/c #02	210,705	327,370
Petty Cash	9	318
Total	460,068	594,071
(b) Trade and other receivables		
Accounts Receivable	282,135	-
Interest Receivable	4,177	609
Prepayments	349	345
Total	286,661	954
(c) Short-Term Investments		
Term Deposit #20	27,529	27,529
Term Deposit #23	28,865	28,865
Total	56,394	56,394
(d) Long-Term Investments		
Term Deposit #24	33,913	33,913
Total	33,913	33,913
(e) Trade and other payables		
Accounts Payable	31,962	12,133
GST Payable	48,772	20,723
Total	80,734	32,856
(f) Employee costs payable		
PAYE Payable	4,104	4,175
Leave Liability	4,622	-
Total	8,725	4,175
(g) Income in Advance		
MSD - Discretionary Funding	124,708	-
Welcoming Schools Project	43,460	51,800

Manawatu Multicultural Council Incorporated
Notes to the Performance Report
For the Year Ended 30th June 2023



PNCC - Poipoia Te Pitomata	2,617	-
MSD - Building Capability & Resilience	83,157	110,000
NZ Lotteries Grants	23,750	30,000
DIA - First Language programme	7,207	-
MBIE - Afgan Navigation Project	-	8,000
MSD - Connection Service	-	230,000
Total	284,899	429,800

5. PROPERTY, PLANT & EQUIPMENT

	2023 \$	2022 \$
(a) Property Improvements		
Cost	14,938	14,938
Less: Accumulated Depreciation	(10,754)	(10,289)
Net book value	4,184	4,649

Reconciliation of the carrying amount at the beginning and end of the period:

Opening Carrying Amount	4,649	5,165
Less: Current Year Depreciation and Impairment	(465)	(516)
Closing Carrying Amount	4,184	4,649

(b) Furniture and Fittings

Cost	11,578	11,578
Less: Accumulated Depreciation	(10,178)	(9,966)
Net book value	1,400	1,612

Reconciliation of the carrying amount at the beginning and end of the period:

Opening Carrying Amount	1,612	1,855
Plus: Purchases	-	-
Less: Current Year Depreciation and Impairment	(212)	(243)
Closing Carrying Amount	1,400	1,612

(c) Plant and Equipment

Cost	26,355	25,755
Less: Accumulated Depreciation	(21,517)	(17,429)
Net book value	4,838	8,326

Reconciliation of the carrying amount at the beginning and end of the period:

Opening Carrying Amount	8,326	3,631
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Manawatu Multicultural Council Incorporated
Notes to the Performance Report
For the Year Ended 30th June 2023



Plus: Purchases	600	8,739
Less: Current Year Depreciation and Impairment	(4,088)	(4,043)
Closing Carrying Amount	4,838	8,326
Total Property, Plant & Equipment	\$10,422	\$14,587

6. ACCUMULATED FUNDS

	2023 \$	2022 \$
(a) Accumulated Surpluses or Deficits		
Balance at the start of the year	233,088	201,365
Opening Balance adjustment	102,048	-
Adjusted Opening Balance	335,136	201,365
Surplus/(Deficit)	137,964	31,723
Closing Balance	473,100	233,088

7. CONTINGENT LIABILITIES

At balance date there are no known contingent liabilities (2022:\$0). Manawatu Multicultural Council Incorporated has not granted any securities in respect of liabilities payable by any other party whatsoever.

8. CONTINGENT ASSETS

At balance date there are no known contingent assets (2022:\$0).

9. RELATED PARTIES

(a) Nina Kirschbaum

Nina Kirschbaum is the president of the Manawatu Multicultural Council.

Nina provided management support of \$3,000 for the year ended 30th June 2023 (2022: \$0).

There was no outstanding balance as at 30th June 2023 (2022:\$0).

(b) Angel Kwan

Angel Kwan is the treasurer of the Manawatu Multicultural Council.

Angel provided financial management support and translation services of \$3,718.75 for the year ended 30th June 2023 (2022: \$1,462.50).

There was no outstanding balance as at 30th June 2023 (2022:\$0).

Manawatu Multicultural Council Incorporated
Notes to the Performance Report
For the Year Ended 30th June 2023



(c) Judith Bartlett

Judith Bartlett is a committee member of the Manawatu Multicultural Council.

Judith provided consultancy services of \$546.25 for the year ended 30th June 2023 (2022: \$0).

There was no outstanding balance as at 30th June 2023 (2022:\$0).

(d) Reimbursements

There are a number of reimbursements to committee members throughout the year. Reimbursements are given to committee members when they incur expenses on behalf of the Manawatu Multicultural Council. To seek reimbursement, the committee member must follow the procedure in line with the financial policy of the Manawatu Multicultural Council.

When a committee member uses their own vehicle, they record the number of kilometres used for business. They are reimbursed using the mileage reimbursement rate advised by the Inland Revenue Department.

10. SECURITIES AND GUARANTEES

There was no overdraft as at balance date nor was any facility arranged.

11. COMMITMENTS

(a) PNCC Rent of Property

This represents the PNCC Lease Rental agreement for the premises at 77-85 King Street, Palmerston North with a renewed contract for a period of 5 years starting on 1 March 2021. Monthly rental \$1,626.37 + GST (2022:\$1,059.02 + GST).

	2023	2022
	\$	\$
Not later than one year	19,516	12,709
Later than one year but not later than two	19,516	19,516
Later than two years	13,011	32,527
	<u>52,044</u>	<u>64,753</u>

(b) Grace Christian Trust Rent of Property

This represents the Grace Christian Trust Lease Rental agreement for the premises at 120 King Street (Office No.2), Palmerston North with a contract for a period of 1 year starting on 15th June 2022. There is a right of renewal for a further 12 months at the end of the 1st year. Monthly rental \$1,517 + GST.

2023	2022
\$	\$





(c) **Gecco Software**

This represents the Gecco Software agreement for the Website and Gecco membership management system with a contract for a period of 1 year starting on the 6th March 2023. Monthly charge \$275 + GST.

	2023	2022
	\$	\$
Gecco Software	2,475	-

(d) **Photocopier Contract**

There is a photocopier contract with Ricoh where there is a minimum spend of \$40 per month. The photocopier contract can be cancelled with 30 days notice.

12. **CORRECTION OF ERRORS**

We have identified that Income was understated on the MSD Community Connection Service contract in prior financial years. This is due to their being no return condition disclosed on the FTE portion of this contract, and the funding needing to be recognised in the year which it relates to. This has resulted in a prior period adjustment of \$102,048 which can be seen at note 6 of the financial statements.

13. **EVENTS AFTER THE BALANCE DATE**

There were no events that have occurred after the reporting date that would have a material impact on the performance report.

INDEPENDENT AUDITOR'S REPORT

To the Members of the Manawatu Multicultural Council Incorporated

Opinion

We have audited the financial information in the performance report of Manawatu Multicultural Council Incorporated on pages 4 to 15, which comprise the statement of financial position as at 30 June 2023, the statement of financial performance and statement of cash flow for the year then ended and notes to the performance report, including the statement of accounting policies.

In our opinion, the financial information on pages 4 to 15 presents fairly, in all material respects, the financial position of Manawatu Multicultural Council Incorporated as at 30 June 2023 and its financial performance and cash flows for the year ended on that date in accordance with the requirements of Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit) issued in New Zealand by the New Zealand Accounting Standards Board relevant to reporting financial position, financial performance and cash flows.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described below in the Auditor's Responsibilities for the Audit of the Financial Information section of our report. We are independent of the Company in accordance with Professional and Ethical Standard 1 *International Code of Ethics for Assurance Practitioners (including International Independence Standards)* (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our unqualified opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Manawatu Multicultural Council Incorporated.

Restriction on Responsibility

This report is made solely to the Members as a body, in accordance with section 42F of the Charities Act 2005. Our audit work has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the members as a body, for our audit work, for this report, or for the opinion we have formed.

Other Information

The Executive Committee is responsible for the other information. The other information comprises the entity information and statement of service performance but does not include the financial information and our auditor's report thereon.

Our opinion on the financial information does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial information, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact. We have nothing to report in this regard.

Executive Committee's Responsibility for the Financial Information

The Executive Committee is responsible on behalf of the entity for determining that the Public Benefit Entity

Simple Format Reporting – Accrual (Not-For-Profit) framework is acceptable in the entity's circumstances and, for the preparation of financial information in accordance with Public Benefit Entity Simple Format Reporting – Accrual (Not-For-Profit), and for such internal control as the committee determines is necessary to enable the preparation of financial information that are free from material misstatement, whether due to fraud or error.

In preparing the financial information, the Executive Committee is responsible on behalf of the entity for assessing the society's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the committee either intends to liquidate the society or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Information

Our objectives are to obtain reasonable assurance about whether the financial information as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (NZ) will always detect a material misstatement when it exists. Misinformation can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial information.

As part of an audit in accordance with ISAs (NZ), we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial information, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of the use of the going concern basis of accounting by the Executive Committee and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial information or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Executive Committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

CKS Audit

CKS Audit
23 August 2023

Performance measure data for period Jan 2023 to Dec 2023

RBA	Performance Measures	1 July 2022 – 31 Dec 2022	1 Jan 2023 – 30 Jun 2023	1 July 2023 – 31 Dec 2023
'How much'	Total number of clients (community members) accessing the centre	1630	2820	2704
	Total number of members (community groups)	58	63	60
	Total number of workshops/programmes delivered	11	21	41
	Total number of volunteers	20	61	65
'How well'	Percentage of clients (community members) who were highly satisfied/satisfied with their engagement at the centre	98% (108 of 110 respondents)	96% (510 of 530 respondents)	95% (523 of 550 respondents)
	Percentage of multicultural groups who were satisfied with MMC's support	92.5% (49 of 53 respondents)	90% (50 of 55 respondents)	95% (43 of 45 respondents)
'Better off'	Percentage of clients who report they feel better connected to the community as a result of engaging with MMC	98% (108 of 110 respondents)	96% (510 of 530 respondents)	96% (530 of 550 respondents)
	Percentage of members (community groups) who report they feel better connected to the wider community as a result of being a member of MMC	92.5% (49 of 53 respondents)	90% (50 of 55 respondents)	95% (43 of 45 respondents)

MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance

PRESENTED BY: Amy Viles, Community Development Advisor

APPROVED BY: Kerry-Lee Probert, Acting Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the Annual Sector Lead Report 2023 (Attachments 1-3) submitted by Te Tihi o Ruahine Whānau Ora Alliance.
-

1. ISSUE

- 1.1 Te Tihi o Ruahine Whānau Ora Alliance ('Te Tihi') is delivering its second annual report (January – December 2023) as a Sector Lead organisation, which is appended to this memorandum at Attachments 1-3.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Te Tihi against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage Te Tihi as a Sector Lead organisation.
- 2.2 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023: *'That Council approve the continuation of the Sector Leads Partnership model in principle, as per the Support and Funding Policy 2022, and note that appropriate budget will be established for Sector Lead partners within the draft 2024-2034 Long-Term Plan.'*
- 2.3 A three-year Partnership Agreement commenced between Te Tihi and the Council in July 2022. The Agreement stipulates that activities funded contribute to the achievement of priorities 1-4 within the Council's Connected and Safe strategic direction.

- 2.4 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. ANNUAL REPORT ANALYSIS

- 3.1 Te Tihi o Ruahine Whānau Ora Alliance is a Charitable Trust and receives Sector Lead funding from Council to provide the 'container of change' (project management backbone) support for Ora Konnect. Ora Konnect is a Whānau Ora Collective Impact alliance made up of 18 partners (including local for purpose social services in the 4412 and government agencies). Te Tihi are a partner within the Ora Konnect collective, as are Council.
- 3.2 Te Tihi was established in 2013 and is an alliance comprised of 9 Hapū, Iwi and Iwi Māori organisations. Te Tihi provide project management, process development, data analysis, and capability and capacity building support within a Whānau Ora framework.
- 3.3 Te Tihi provide services in both a citywide and regional capacity, with support for programme delivery across the MidCentral region of Palmerston North, Manawatū, Horowhenua and Tararua.
- 3.4 Additional to Council funding, Te Tihi receives multiple and diverse sources of income and funding. Te Tihi works towards meeting several different investment outcomes through its activities and, therefore, their financial report includes activities that are not solely funded by Council. A copy of the most recent financial accounts for Te Tihi are attached for reference to this memorandum at Attachment 2.
- 3.5 The amount of funding Te Tihi receives through the Sector Lead Partnership Agreement is \$35,000 per annum (plus GST and adjusted for inflation in years two and three). Funding for the current financial year totals \$36,610.

3.6 Assessment of agreed activities

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Connected and Safe activities			
Priorities 1, 2 & 3 & 4.	Provide backbone support to the Ora Konnect alliance which aims to deliver community-led initiatives in 4412 using a Whānau Ora Collective Impact framework.	Container of Change (backbone) support: Te Tihi provide project management and squad support for both active and developing squads. Project management includes support with the design and implementation phases of squad projects. The development of an updated	Met

		<p>Programme of Action by the Ora Kōnnect alliance partners in 2023 (led by Te Tihi) is forming the foundation of a plan to guide the collective now and into the future, with a focus on connecting whānau in the 4412 community and providing opportunities that will improve economic, environmental, social and health outcomes. The Programme of Action outlines both the ongoing strategic and the operational framework for Ora Kōnnect.</p> <p>Te Tihi provide the backbone support functions to a high standard by developing and delivering regular stakeholder workshops and ensuring consistency of approach across the squads.</p> <p>Ora Kōnnect have therefore been enabled to consistently build on the implementation of existing squad initiatives in the last 12 months and continue to investigate the development potential of new squad initiatives (i.e. housing).</p>	
Sector Leadership activities			
Priorities 1, 3 & 4	Deliver the highest level of expertise and highest quality service.	<p>Staff assess that Te Tihi provide a quality framework to enable the Ora Kōnnect alliance to continue to deliver and develop successful squad initiatives.</p> <p>As a result, Ora Kōnnect have delivered a successful range of high-quality activities, events and programmes across active squads in this reporting period (including the implementation of further Kai Security initiatives, the continuation of the Burglary Prevention pilot with the NZ Police and the completion of phase one of the revitalisation of Highbury Shopping Centre).</p>	Met

		Staff note a change in key Te Tihi personnel supporting Ora Konnect in late 2023 has had some impact on the continuity of the work. Staff are confident that momentum will be regained in 2024.	
Priorities 3 & 4	Provide capacity building and support for other community organisations to develop and connect.	<p>While Te Tihi provide some capacity building support to Ora Konnect partners member organisations as the backbone organisation, and staff understand Te Tihi provide capacity building and support functions beyond Ora Konnect, the funding Agreement currently has a narrow focus on Ora Konnect delivery, and therefore limited information is available in the reporting from Te Tihi regarding their wider sector leadership functions.</p> <p>Staff intend to discuss the scope of the Partnership Agreement and the intent of the Sector Leadership model with Te Tihi in the coming months, to determine whether the Sector Lead Partnership Agreement is the best avenue of funding support.</p>	Met, noting comments
Priorities 3 & 4.	Think, work and advocate strategically.	<p>Te Tihi as an alliance and Ora Konnect as an initiative have a strong strategic foundation in their Programme of Action for creating systemic change.</p> <p>As noted above, as the current funding Agreement has a limited focus, an advocacy role as a Sector Lead is not clearly evidenced in the reporting provided.</p>	Met, noting comments
Priorities 3 & 4.	Have robust strategic and business plans in place.	<p>Te Tihi are performing well in this area.</p> <p>Financials have been provided and staff have no concerns regarding the financial viability of Te Tihi.</p>	Met

- 3.7 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.8 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2023 to 31 December 2023 is appended to this memorandum at Attachment 3.
- 3.9 The current reporting period demonstrates stability in the number of partners in the Ora Konnect alliance and a high level of satisfaction by partner organisations in the work of Ora Konnect, which is testament to the community outcomes the alliance is delivering.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the Annual Report of Te Tihi o Ruahine Whānau Ora Alliance for 2024.
- 4.2 Staff have assessed that Te Tihi are performing well against their agreed activities in their role in support of the Ora Konnect alliance. The support provided by Te Tihi has provided stability and a framework for the Ora Konnect alliance to develop their initiatives now and into the future to achieve long term system change aspirations in the Western Suburbs.
- 4.3 While staff acknowledge the importance of Council's partnership with both Te Tihi and more widely with the Ora Konnect Alliance, it has been noted that the scope of the current Sector Lead Partnership Agreement between Te Tihi and Council may not align with the intent of the Sector Lead Partnership model as strongly as initially assessed. Staff suggest Council consider whether the Sector Lead Partnership model is the best way for Council to provide ongoing support past the completion of the current Sector Lead Partnership Agreement.

5. NEXT STEPS

- 5.1 Following further discussions with Te Tihi regarding the above, staff will present a report to this Committee in August of this year to provide a recommendation on future funding options for Te Tihi (on behalf of Ora Konnect).
- 5.2 Staff will continue to support Te Tihi to deliver the activities and initiatives covered by the Sector Lead Partnership Agreement.

6. 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?	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 achievement of action/actions in Connected Communities	
The action is: Administer grants in line with the community funding policy; Monitor for-purpose organisations contracted or funded by Council against agreed outcomes.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead Organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. Te Tihi Sector Lead Report - Ora Kōnnect 2024 [↓](#) 
2. Te Tihi O Ruahine Whānau Ora Alliance Charitable Trust Consolidated Financial Statements to June 2023 [↓](#) 
3. Te Tihi Performance Measure Data for Period 1 Jan 2023 to 31 Dec 2023 [↓](#) 



"A Connected Healthy Community".

Reporting period – March 2024

Section 1: Introduction

Ora Konnect is an Alliance made up of Tangata Whenua Rangitaane o Manawatū, local NGO, Government and Māori organisations with a vested interest in supporting community aspirations in the 4412 (Southwestern Suburbs).

There are 18 partners (increase from 14) who are part of the Ora Konnect Alliance:



Using Collective impact as a framework, guided by a whānau-led approach and the principles of Whānau Ora, they bring together under one kaupapa; sharing of resources, effort, measurement, data and infrastructure across sectors to support and provide greater impact and resource to community aspirations.

In 2016, the South Western Suburbs Community Profile 'Karanga te Ra, Karanga te Ao' was published. From this, it was clear there was an opportunity in the 4412 to develop a 'Connected, Healthy Community' in response to the publication. From this point Ora Konnect was developed through the emergence of strong relationships and a collective commitment to ensuring the voices of whānau were at the centre of decision making and community aspirations.

Ora Konnect focuses on growing the capacity, capability, tools and relationships within the 4412 to create a 'Connected Healthy Community'. Using the Collective Impact methodology, and the positioning of High Leverage Activities, we design, develop and deliver sustainable projects, programmes and activities with a whānau-centred and co-design approach. These activities have included supporting whānau-led initiatives.

Section 2: Contribution to PNCC Outcomes

Through various high leverage activities Ora Konnect have been able to successfully achieve a number of priorities highlighted by the Palmerston North City Council.

Currently there are 4 existing high leverage activities in implementation. These activities are supported by a 'squad' which is made up of a lead, and other partner organisations to work together to design, develop and deliver projects based on whānau experiences and solutions are identified by whānau. These existing high leverage activities are as follows:

1. Pharmacy Project: Gives focus to increasing whānau access to prescription medication
2. Kai Security: Gives focus to identifying pathways for whānau to have access to kai
3. Whānau Led: Gives focus to creating opportunities for whānau to design, develop and implement their own kaupapa
4. Ko tou Manawa, Ko toku Manawa- Burglary prevention: Gives focus on increasing community cohesion where whānau feel safe where they live, work or visit

Over the last 12 months, these squads have contributed to the 4 priorities identified by the Palmerston North City Council.

- **Priority 1:** Develop, provide, support or advocate for services, facilities and events that create a connected, welcoming, and inclusive community
- **Priority 2:** Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.
- **Priority 3:** Support communities to achieve their aspirations
- **Priority 4:** Be a city where people feel safe and are safe

The following provides an overview of each squad and what has been achieved in the past 12 months. At the end of each overview, it will clearly highlight the PNCC priority it is connected to.

Ko tou Manawa, Ko toku manawa:

There were 4 streams of work that were identified by the community via a number of workshops that highlighted how they wanted to feel safer in their communities.

Stream 1: *Offering of a free Burglary Prevention package* – This is being offered by NZ Police for whānau residing in West End and Highbury. This initiative involves assessing whānau homes to suggest personalised security measures, to date this has benefited 1300 homes have taken up this opportunity.

During the assessment, our whānau not only receive an opportunity to make their homes safe but also get connected with other services. It's a fantastic way to link up with different providers and stay in the loop about what's happening in our community. The main goal is to make whānau homes safer and build a stronger sense of whānaungatanga within the community.

This initiative is set to conclude on April 30th, 2024. Following the conclusion, there will be a thorough evaluation and analysis of the initiative.

A focus for our first upcoming squad hui for 2024 in February is to identify additional opportunities to connect with whānau in Highbury and Westbrook, as well as exploring new possibilities.

Stream 2: *Increase community cohesion through events.* Since the last update we have joined with other Community Groups when they have held events within the community to promote the Burglary Prevention Package: Vaka Festival, Pasifika Fusion, Farnham St, Christmas in the Park, Paia 4412 Festival.

Stream 3: *Increase positive police presence.* Events have been a great way to get the

community police out and about engaging with the community. Police have attended multiple events across the 4412 since the last update including: Vaka Festival, Pasifika Breakfast, Pasifika Community Open Day, Farnham St Christmas in the Park, Paia 4412 Festival. KTM will continue to encourage the presence of police at all Ora Kōnnect squad events within the 4412 community.

Stream 4: Increase communication. In the last 12 months, there's been a clear community interest in staying in the loop about what's happening in their community. Although there isn't a one-stop online spot for all this info, KTM has been making the most of every chance to keep the community in the informed. The squad has been benefited from having 8 different partners from diverse backgrounds to push communications out to the community.

Whānau can sign up for the KTM prevention package through the Palmerston North City Council website - <https://www.pncc.govt.nz/Community/Community-projects-and-programmes/Safe-community/Burglary-prevention-trial>

The numbers speak for themselves, showing a positive change since the last report. As we head into 2024, the main focus for the squad is going to be all about Communication and Events, keeping the community connected and well-informed.

Ko tou Manawa, Ko toku manawa are achieving the following PNCC priorities:

- **Priority 1:** Develop, provide, support or advocate for services, facilities and events that create a connected, welcoming and inclusive community
- **Priority 2:** Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.
- **Priority 4:** Be a city where people feel safe and are safe

Pharmacy Project

The pharmacy project is one of the very first Ora Kōnnect squads established.

Whānau identified that money to purchase medications is one of the many barriers. Initially, working alongside MSD to introduce system change around front loading of the prescription medicine exemption card and/or disability allowances. In 2022 we engaged with 87 community service card holder whānau to participate in a trial to help us measure how and what they access should they be frontloaded with \$150 to access their medications. Post trial evaluation identified having access to these funds increased their ability to access all their medications. It further strengthened their relationship with their community pharmacy team.

From July 2023, the Government waived the prescription medicine co-payment, significantly reducing the cost burden on whānau to access their medicines.

The Squad has been considering what the next steps could look like to continue to work towards supporting whānau improve access to medicines.

We know there are still considerable barriers and hence opportunities to pursue. We are undertaking a survey to define what the support for whānau in 4412 with access to and understanding of their medicines could look like.

At the first meeting of Ora Kōnnect in February 2024, the squad will be presenting a high-level action plan for the possible next steps with this project.

Here are the Pharmacy Squad achievements from the past year:

- Free Prescriptions and health literacy
- Pharmacist building community rapport
- System changes for Māori and those with CS Card
- Education opportunities for specific ailments such as diabetes
- Education for pharmacists on Rongoa
- On-going Community Cohesion, with educations and skills for event planning

The Pharmacy Project are achieving the following PNCC priorities:

- **Priority 1:** Develop, provide, support or advocate for services, facilities and events that create a connected, welcoming and inclusive community
- **Priority 2:** Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.

Whānau Led

Whānau Led continues to focus on the revitalisation of the Highbury shops; realizing the aspirations of the community for a functional and safe gathering space that recognises Whānaungatanga, Rangatiratanga and Kaitiakitanga as core values and drivers for change. Thus far the partnership with PNCC & Ora Konnect has upgraded road and shopping centre safety, beautified the environment, & provided resources for community interaction and engagement. The feedback has been unreservedly positive.

The next phase of this project is to realise a visual representation of Te Ao Māori through the installation of a community designed Pou. This component of the project is currently underway.

Kaitiakitanga - shared vision with government, business and community.

The Whānau Led squad has managed to implement the following actions in the last 12months:



- Whanau Voice and consultation to create a whanaungatanga, drug free and alcohol- free space
- Positive engagement with networks e.g. Burglary prevention (Police) funded the painting.
- Business network online sharing space
- Speed bumps added to slow traffic
- Build a burger event for contractors which included halal

- Large Fur tree removal
- Creating a cultural identity for the space
- all plants are Rongoa Māori
- Continued engagement with Mana Whenua
- Research whānau voice through moemoeā
- Whānau initiated korero
- Whānau are the driving force

Whānau Led are achieving the following PNCC priorities:

- **Priority 2:** Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.
- **Priority 3:** Support communities to achieve their aspirations
- **Priority 4:** Be a city where people feel safe and are safe



Kai Security

Kai security is creating increased opportunity for whānau and communities living in the 4412 to participate in and increase their knowledge and capabilities in Kai. This looks at all areas of the spectrum from whānau having access to pataka kai, growing kai and creating other opportunities that lead to kai resilience and sovereignty.

The Kai security squad developed the 4412 KAI SECURITY STRATEGY (2022) which was developed and lead out by Dave Mollard (former Kaimahi MFAN) with contribution from the many community stakeholders and whānau living in the 4412.

In the past 12 months the Kai Security squad have been able implement the following:

- Strengthen relationships and collaboration with food support agencies, which has given whānau increased access to free food, reducing the stress that food insecurity holds over them.
- Support whānau to grow more of their own kai, which will lead towards food sovereignty.



- Created mana-enhancing events and projects that have elevated the sense of belonging to a vibrant and inclusive Community.
- Advocated the local and central government to focus on creating a more localised food production in a circular system, we envision positive long-term

effects for whānau in their food decision-making.

By achieving the above, the Kai Security squad has managed to implement many major projects and actions in the last 12months:

- 120 new gardens in community thus far
- Two whānau with dreams in the food industry fulfilled their moemoeā through Your Kitchen Business Workshops
- Let's Grow Highbury, Awapuni and Roslyn
- Community continuing the mahi themselves
- Purchased a Kai Resilience Electric Van for community Groups to use
- Successfully accessed funding to employ a Kaimahi part-time as a Community Kai Champion

Kai Security are achieving the following PNCC priorities:

- **Priority 1:** Develop, provide, support or advocate for services, facilities and events that create a connected, welcoming and inclusive community
- **Priority 2:** Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.
- **Priority 3:** Support communities to achieve their aspirations
- **Priority 4:** Be a city where people feel safe and are safe

Section 3: Challenges and opportunities ahead

Challenges:

- More resource required for the Project Management of High Leverage Activities to drive momentum.
- Strengthening of the backbone infrastructure to build a robust data system that supports on-going continuous improvement and strategic direction (guided by the voices of our community). Recognising this ongoing challenge, the alliance is actively trying to increase its data capabilities to collect, store and analyse data for our whānau and community within the 4412.

Opportunities:

- Ora Konnect emerged from an aspiration to create a connected and healthy community and highlighted digital pathways as the future of inter-connected services that keep whānau and community at the centre. At OraKonnects establishment a challenge to pursuing this pathway included the state of relationships. Now further into our journey, the relationships across the Alliance are stronger and collective cohesion remains at the forefront of decision making. Strong relationships that have trust provide the opportunity for Or Konnect to re-engage and explore how to make these digital aspirations a reality.

Section 4: Reflections and conclusions

Reflection

Ora Konnect's journey towards building a "Connected Healthy Community" in the 4412 (Southwestern Suburbs) is marked by a commitment to collective impact, guided by a whānau-led approach and the principles of Whānau Ora. Over the reporting period, the alliance continues to strategically align with the Palmerston North City Council (PNCC) priorities, contributing significantly to the well-being and inclusivity of the community.

The four high leverage activities, Pharmacy Project, Kai Security, Whānau Led, and Ko tou Manawa, Ko toku manawa (Burglary prevention), have not only addressed specific community needs but also exemplified a collaborative, sustainable model for community development; reducing financial barriers to access medicines, improving health literacy, building cohesive communities and their feelings of safety, providing opportunities for sustainable kai practices and opportunities for whanau to drive the re-development of their spaces.

Conclusion

Ora Konnect, through its Collective Impact methodology and High Leverage Activities, has made significant strides in realising the vision of a "Connected Healthy Community." The alliance's alignment with PNCC priorities demonstrates a cohesive and strategic approach to community development. As Ora Konnect navigates challenges such as momentum in High Leverage Activities, strengthening data infrastructure, there continues to be a strong collective approach.

Moving forward, the opportunities presented by the strength our relationships present the opportunities to scale impact through digital modes of connectivity. The alliance's achievements over the reporting period lay a strong foundation for sustained community impact, fostering a sense of belonging, safety, and well-being in the 4412.



AllanMcNeill
Chartered Accountants | Shaping business

Consolidated Financial Statements

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust
For the year ended 30 June 2023



AllanMcNeill
Chartered Accountants | Shaping business

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Directory

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust For the year ended 30 June 2023

Charities Services registration number

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust - CC54095
Te Ranga Maro Charitable Trust - CC57814

Date of Commencement

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust - 16 November 2016
Te Ranga Maro Charitable Trust - 19 August 2019

Nature of Business

To provide a comprehensive range of services and support to realise the aspirations of Whanau Ora throughout the Manawatu, Horowhenua and parts of the Tararua and Rangitikei districts.

Registered Office

140-180 Maxwells Line, Palmerston North 4412

Trustees

Danielle Harris
Delwyn Te Oka
Dennis Emery
Dianne Rump
Hare Arapere
Jordan Winiata-Haines
Kim Savage
Oriana Paewai
Ngareta Paewai
Debbie Te Puni
Mahalia Paewai

Auditors

CKS Audit
27 Matipo Street, Takaro, Palmerston North 4410

Solicitors

Innes Dean Tararua Law Ltd
165 Broadway Avenue, PO Box 43, Palmerston North

Accountants

AllanMcNeill
240 Ruahine Street, Palmerston North

Consolidated Statement of Service Performance

Te Tihi O Ruahine Whānau Ora Alliance Charitable Trust

For the year ended 30 June 2023

Te Tihi O Ruahine Whānau Ora Alliance Charitable Trust

Entity Outcomes

To provide a comprehensive range of aspiration whānau centred health, disability, support, educational, social, traditional and alternative practices and services based on Whānau Ora to Māori people and others in Manawatu, part Rangitikei, Horowhenua and part Tararua Districts.

RANGATIRATANGA – Service Delivery



Central to whānau wellbeing is the capacity of whānau to determine their own pathways and manage their own affairs. Te Tihi will create opportunities for whānau to connect as hāpori to inform whānau-led strategies and approaches. This is largely attributed to whānau access to opportunities through different service offerings at Te Tihi o Ruahine and providing feedback that supports Te Tihi to influence system re-design to facilitate the removal of barriers.

	2022	2023
# of Existing Whanau	762	827
# of New active whanau	410	562

The above describes the number of whanau participating in 5 of the contract services provided by Te Tihi which includes the Whānau Ora Navigation Service (Te Ohu Whakaaraara), Kainga Whanau Ora, Ngā Tini Whetu, Te Pae Oranga and Te Ara Mahorahora.

TIAKI TAI AO – Te MataRau



Whānau are active participants within, to and for their natural environments to ensure responsible and sustainable Mana Whakahaere.

Te Tihi offer whānau the opportunity to engage with cyber and digital tools. Whānau are also offered the opportunity to determine data outcomes. To support this outcome, Te Tihi are required to ensure their own internal systems and technologies can develop cyber and digital tools for whānau. This requires the procurement of new and up to date hardware for kaimahi to engage in their day-to-day mahi.

	2022	2023
# of new computer hardware	36	22

The above data provides an understanding the of amount of hardware that is procured on a yearly basis.

The accompanying notes and audit report form part of these financial statements.

KOTAHITANGA - Communications



Whānau cohesion encourages the use of modern approaches such as technology and other communication strategies to keep connected. This supports the building and strengthening of whānau connectivity, increasing the ability for whānau to unite.

Te Tihi engage in meaningful partnerships that realise whānau aspirations and opportunities – and provide information to whānau in a meaningful way.

	2022	2023
# whanau reached (aggregated across social media platforms)	99,643	40,150
# of new collateral developed (give an approximate)	195	439

The collateral developed (For Instagram and Facebook) includes a variety of Static Images, MP4 Videos, Live videos, Carousels that have been delivered over 10 x 6 weekly series. Videos have also been loaded onto YouTube as another option for our audience to access.

PAPORITANGA – Kaupapa Innovation



Whānau are conduits to society and societal institutions that culturally improve relationships within Aotearoa-New Zealand.

Te Tihi remove systemic barriers and pressures that disrupt whānau progression towards moemoeā. This is realised through Te Tihi leading Kaupapa Maori Innovation design of projects, programs and products that are whānau centred and whānau led.

	2022	2023
# of Existing Projects	20	6
# of New Projects		15

The above data relates to the number of projects that are currently being developed through kaupapa innovation. This data relates to 'Master' projects and not those that sit inside the Master project.

PUKENGARAWA



Building whānau economic security indirectly will assist iwi, hapū, and whānau ability to generate income for current and future generations.

Te Tihi are a catalyst for change and breaking down barriers. We build strong relationships that increase whānau opportunity, ability and access to successfully explore wealth-creation.

The accompanying notes and audit report form part of these financial statements.

Consolidated Financial Statements | Te Tihi O Ruahine Whānau Ora Alliance Charitable Trust

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	2022	2023
# of workshops/trainings	17	24
# of whanau/kaimahi attended	162	371

The workshops and trainings data above includes Te Ara Whānau Ora training, Whānau Ora training and Sorted Kainga Ora workshops.

In addition to the above outcome areas that have aligned measures, we have also provided the outcome areas below for your information.

HAUORANGA



Whānau are in prime positions to actively promote and foster healthy lifestyles that lead to optimal health and wellbeing.

Te Tihi illuminate health pathways and initiatives that are important to whānau with a focus on Iwi and Māori organisational aspirations.

TUAKIRITANGA



Whānau connections to Te Ao Maori are strengthened, and whānau are keen participants in any or all Te Ao Māori activities.

Te Tihi creates platforms (including data) for whānau to engage with and determine outcomes. Te Tihi is also committed to progressing Māori data sovereignty through the creation of Te Mana Whakahaere Raraunga – Māori data sovereignty eco-system.

The accompanying notes and audit report form part of these financial statements.

Consolidated Financial Statements | Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust

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Te Ranga Maro Charitable Trust

Description of Entity's Outcomes

Provide housing choices for whānau Māori and others in the community that are culturally sensitive and appropriate

Improve the health, wellbeing and status for Māori people and others in the community by providing an opportunity for home ownership in a culturally appropriate environment.

Empower whānau and the community at large through the provision and opportunity for home ownership, whānau ora and related services to improve their lives and build capacity to achieve their goals regardless of age and cultural background.

	2023	2022
Description and Quantification of the Entity's Outputs		
From 2023 year 3 on average 1 whare per annum is sold to whānau	1	2
30 whānau per annum complete financial capability workshops	15	-
On average 5 new whare are constructed per annum	-	-

Description and Quantification of the Entity's Outputs

In 2022 two out of the five whānau purchased their whare and were able to take advantage of the first home buyers grant. Another whare has been sold in the 2023 financial year. There are two whānau who continue to rent their whare from Te Ranga Maro.

Due to the COVID pandemic there were no Sorted Kainga Ora workshops held in the 2022 year. In 2023 15 whānau attending the Sorted Kainga Ora workshop with 6 actively on their Home Ownership journey. The highlights have been the korero from whanau and the implementation of the learnings from the SORTED programme by whanau. While SORTED is to learn about the housing continuum we see it as a building financial capability programme that is whanau friendly and supports whanau growth.

The Trust was unable to build more whare in 2022 due to the COVID pandemic and the shortage of construction resource. The Trust began construction on 5 whare in 2023.

Additional Output Measures

Te Ranga Maro Charitable Trust aims:

- over the next three years from 2022 to 2026 to broaden its service offering to include shared equity and other products that align with the strategy.

- to obtain \$1M over two years through philanthropy opportunities to support the program.

These are both currently in progress.

The accompanying notes and audit report form part of these financial statements.



AllanMcNeill
Chartered Accountants | Shaping business

Additional Information

Te Ranga Maro Charitable Trust facilitates the construction of whare and holds the assets. Te Ranga Maro Charitable Trust engages with Te Tihi o Ruahine o Tararua Charitable Trust to provide the whānau related services.

The accompanying notes and audit report form part of these financial statements.



Consolidated Statement of Comprehensive Revenue and Expense

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust
For the year ended 30 June 2023

	NOTES	2023	2022
Revenue			
Revenue from Exchange Transactions			
Contract Revenue		10,589,022	18,319,186
Interest Received		83,656	16,616
Rental Income		37,150	92,627
Gain on sale of assets		37,168	20,169
Total Revenue from Exchange Transactions		10,746,996	18,448,599
Total Revenue		10,746,996	18,448,599
Expenses			
Operating expenses	4	10,927,448	15,625,770
Total Surplus/(Deficit) for the Year		(180,452)	2,822,829
Total Comprehensive Revenue and Expense for the Year		(180,452)	2,822,829

The accompanying notes and audit report form part of these financial statements.



Consolidated Statement of Changes in Net Assets

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust
For the year ended 30 June 2023

	2023	2022
Equity		
Equity at Start of Period	8,085,525	5,262,697
Retained earnings		
Profit (loss) for the year	(180,452)	2,822,829
Total Retained earnings	(180,452)	2,822,829
Equity at End of Period	7,905,073	8,085,525

The accompanying notes and audit report form part of these financial statements.



Consolidated Statement of Financial Position

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust
As at 30 June 2023

	NOTES	30 JUN 2023	30 JUN 2022
Assets			
Current Assets			
Cash and cash equivalents (excluding bank overdrafts)		3,183,776	4,694,190
Short Term Deposits		1,799,092	1,389,935
Receivables from Exchange Transactions	5	1,152,343	1,209,316
Total Current Assets		6,135,211	7,293,441
Non-Current Assets			
Property, Plant and equipment	6	3,073,173	3,291,555
Total Non-Current Assets		3,073,173	3,291,555
Total Assets		9,208,385	10,584,996
Liabilities			
Current Liabilities			
Trade and Other Creditors	7	756,350	1,734,422
Employee Entitlements	8	276,962	256,376
Revenue in Advance from Exchange Transactions	9	270,000	508,673
Total Current Liabilities		1,303,311	2,499,471
Total Liabilities		1,303,311	2,499,471
Net Assets		7,905,073	8,085,525
Net Assets			
Trust capital		100	100
Accumulated Comprehensive Revenue and Expense		7,904,973	8,085,425
Total Net Assets Attributable to Owners of the Controlling Entity		7,905,073	8,085,525

Signed for and on behalf of the Board or Trustees who authorise these financial statements for issue:

Date 08/11/2023

Chairperson

Date 08 / 11 / 2023

Trustee

The accompanying notes and audit report form part of these financial statements.



Consolidated Statement of Cash Flows

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust
For the year ended 30 June 2023

	NOTES	2023	2022
Cash flows			
Cash flows from operating activities			
Receipts			
Receipts from contracts		10,143,939	17,306,686
Rental		38,921	98,575
Interest received		66,462	17,074
GST movement		-	-
Total Receipts		10,249,322	17,422,335
Payments			
Cash paid to employees		(3,648,989)	(2,702,544)
Cash paid to suppliers		(7,679,485)	(11,309,377)
GST movement		(210,080)	(163,615)
Total Payments		(11,538,554)	(14,175,536)
Net cash inflow/(outflow) from (to) operating activities		(1,289,232)	3,246,799
Cash flows from investing activities			
Receipts			
Sales of property, plant & equipment		391,304	843,328
Total Receipts		391,304	843,328
Payments			
Acquisition of property, plant and equipment		(203,329)	(1,649,107)
Total Payments		(203,329)	(1,649,107)
Net cash inflow/(outflow) from (to) investing activities		187,975	(805,779)
	NOTES	2023	2022
Cash and cash equivalents			
Net increase/(decrease) in cash and cash equivalents		(1,101,257)	2,464,104
Cash and cash equivalents at the beginning of the period		6,084,125	3,620,021
Cash and cash equivalents at the end of the period		4,982,868	6,084,125
	NOTES	2023	2022
Cash and cash equivalents made up of:			
Bank accounts and cash		3,183,776	4,694,190
Short term deposits		1,799,092	1,389,935
Cash and cash equivalents at the end of the period		4,982,868	6,084,125

The accompanying notes and audit report form part of these financial statements.



Notes to the Consolidated Financial Statements

Te Tihi O Ruahine Whanau Ora Alliance Charitable Trust For the year ended 30 June 2023

1. Reporting Entity

The reporting entity is Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust ("the Trust"). The Trust is domiciled in New Zealand and is a charitable organisation registered under the Charities Act 2005. The Trust became a separate legal entity and a Registered Charity on the 16 November 2016.

The financial statements comprising the Trust and its controlled entity, Te Ranga Maro Charitable Trust, together "the Group", are presented for the year ended 30 June 2023.

These group financial statements and the accompanying notes summarise the financial results of activities carried out by the Group. The Group provides a comprehensive range of services and support to realise the aspirations of Whānau Ora throughout the Manawātū, Horowhenua and parts of the Tararua and Rangitikei districts. All entities within the Group are charitable organisations registered the Charitable Trusts Act 1957 and the Charities Act 2005.

These consolidated financial statements have been approved and were authorised for issue by the Board of Trustees

2. Statement of Compliance

The group financial statements have been prepared in accordance with Generally Accepted Accounting Practice in New Zealand ("NZ GAAP"). They comply with Public Benefit Entity Accounting Standards Reduced Disclosure Regime ("PBE Accounting Standards RDR") and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. For the purposes of complying with NZ GAAP, the Group is a public benefit not-for-profit entity and is eligible to apply Tier 2 Not-For-Profit PBE Accounting Standards RDR on the basis that it does not have public accountability and it is not defined as large.

The Board of Trustees has elected to report in accordance with Tier 2 Not-For-Profit Accounting Standards and in doing so has taken advantage of all applicable Reduced Disclosure Regime (RDR) disclosure concessions.

3. Summary of Accounting Policies

The significant accounting policies used in preparation of these financial statements as set out below have been applied consistently to both years presented in these financial statements.

Basis of Measurement

These consolidated financial statements have been prepared on the basis of historical cost.

Functional and Presentation Currency

The consolidated financial statements are presented in New Zealand dollars (\$), which is the Group's functional currency. All financial information presented in New Zealand dollars has been rounded to the nearest dollar

Basis of Consolidation

Controlled entities are all those entities over which the controlling entity has the power to govern the financial and operating policies so as to benefit from its activities. The controlled entities are consolidated from the date on which control is transferred and are de-consolidated from the date that control ceases. In preparing the consolidated financial statements, all inter-entity balances and transactions, and unrealised gains and losses arising within the consolidated entity, are eliminated in full. The accounting policies of the controlled entity are



consistent with the policies adopted by the Group and have a 30 June reporting date.

Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to the Group and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received. The following specific recognition criteria must be present before revenue is recognised.

Revenue from Exchange Transactions

Grant Revenue (Healthcare Contracts)

Grant revenue includes grants given by other charitable organisations, philanthropic organisations and businesses. Grant revenue is recognised when the conditions attached to the grant has been complied with. Where there are unfulfilled conditions attaching to the grant, the amount relating to the unfulfilled condition is recognised as a liability and released to revenue as the conditions are fulfilled.

Healthcare contracts are recognised by reference to stage of completion (using the percentage of service delivery basis) to record revenue as the relevant services are delivered.

Other Revenue

Other revenue is recognised on an accrual basis.

Interest Revenue

Interest revenue is recognised as it accrues, using the effective interest method.

Income Tax

Due to its charitable status, the Group is exempt from income tax.

Financial Instruments

Financial assets and financial liabilities are recognised when the Group becomes a party to the contractual provisions to the financial instrument.

The Group derecognises a financial asset or, where applicable, a part of a financial asset or part of a group of similar financial assets when the rights to receive cash flows from the asset have expired or are waived, or the Group has transferred its right to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party; and either:

- the Group has transferred substantially all the risks and rewards of the asset; or
- the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset

Financial Assets

Financial assets within the scope of PBE IPSAS 41 Financial Instruments are classified as financial assets at fair value through surplus or deficit, fair value through other comprehensive revenue and expenses or amortised cost. The classifications of the financial assets are determined at initial recognition.

Cash and cash equivalents

Cash and cash equivalents are categorised as amortised cost for the purposes of measurement. Cash and cash equivalents includes cash in hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less.



Receivables from exchange transactions

Receivables are recorded at the amount due, less an allowance for expected credit losses (ECL). The Trust applies the simplified model of recognising ECL for short-term receivables.

In measuring ECLs, receivables have been assessed on a collective basis as they possess shared credit risk characteristics.

Receivables were made up of contract revenue, interest receivable, GST and prepaid expenses

Financial Liabilities

Financial liabilities including trade and other payables and borrowings are initially recognised at fair value plus directly attributable transaction costs and are thereafter carried at amortised cost using the effective interest method.

Trade and other payables

Short-term creditors and other short-term payables are recorded at the amount payable. Trade and other payables were made up of contract payments, operating expenses, property maintenance and civil works.

Employee Entitlements

Employee entitlements are recorded at the amount payable. The amounts include wages and annual leave owing.

Cash and cash equivalents

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Construction Contracts

Te Ranga Maro Charitable Trust enters into construction contracts to build houses for whanau. The Trust accounts for the construction using PBE IPSAS 11 Construction Contracts. Contract costs that can be clearly identified and measured reliably are capitalised as work in progress (WIP) and transferred to Plant Property and Equipment once the construction is completed.

On completion of the house construction, the Trust set the GST inclusive purchase prices as well as the rents for whanau. The "rent to own" pathway for whanau expires at the earlier of the purchase by whanau, or at the tenth year anniversary of the program. The legal agreement sets a fixed purchase price for up to 8 years, then market valuations determine to inform the purchase prices in years 9 and 10. The legal agreement also locks in rents amounts for up to five years, thereafter to be determined by market rents.

At the time of purchase by whanau, the Trust retains an obligation to purchase the property for a period of three years if whanau decide to sell, using a prescribed calculation.

During the 'rent to own' period of the agreement, capital gains accrue to the whanau rather than to the Trust. Therefore the properties are recognised at cost in these financial statements.

Property Plant & Equipment

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. For constructed assets, depreciation commences when construction is completed and where appropriate, the asset is available for use in the matter intended by management.



Depreciation

Depreciation is charged on a straight line basis. Land and buildings are not depreciated. In particular the Te Ara Ake properties based on the residual value (agreed sale price) being greater than the cost of the asset. Depreciation is charged at rates calculated to allocate the cost or valuation of the asset less any estimated residual value over its remaining useful life:

Leasehold Improvements	2% SL
Computer, Office and Medical Equipment	7-50% SL

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a non-exchange transaction is their fair value at the date of the exchange. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition.

Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in surplus or deficit in the period in which the expenditure is incurred.

The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits or service potential embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates.

The amortisation expense on intangible assets with finite lives is recognised in surplus or deficit as the expense category that is consistent with the function of the intangible assets.

The Group does not hold any intangible assets that have an indefinite life.

The amortisation periods for the Group's intangible assets are as follows:

Software	30% SL
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Employee Benefits

Wages, salaries, annual leave and sick leave

Liabilities for wages and salaries, annual leave and are recognised in surplus or deficit during the period in which the employee provided the related services. Liabilities for the associated benefits are measured at the amounts expected to be paid when the liabilities are settled.



Good and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST except for receivables and payables, which are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the statement of financial position.

Equity

Equity is the community's interest in the Group, measured as the difference between total assets and total liabilities. Equity is made up of the following components:

Accumulated comprehensive revenue and expense

Accumulated comprehensive revenue and expense is the Group's accumulated surplus or deficit since its formation, adjusted for transfers to/from specific reserves.

Significant accounting estimations, judgements and assumptions

The preparation of the Group's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying the Group's accounting policies, management has not made any significant judgements in preparing the financial statements.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below.

The Group based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

Useful Lives and Residual Values

The useful lives and residual values of assets are assessed using the following indicators to determine potential future use and value from disposal:

- The condition of the asset
- The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- The nature of the processes in which the asset is deployed
- Availability of funding to replace the asset
- Changes in the market in relation to the asset

The estimated useful lives of the asset classes held by the Group are listed in Property, Plant & Equipment policy above.



Statement of Cash Flows

The Statement of Cash Flows is prepared exclusive of GST, which is consistent with the direct method.

The following are definitions of the terms used in the Statement of Cash Flows:

1. Cash is considered to be cash on hand, current accounts in banks, and other highly liquid investments in which the Group invests as part of its day to day cash management. Cash includes borrowings from financial institutions such as bank overdrafts, where such borrowings are at call and are used as part of the day to day cash management.
2. Investing activities are those activities relating to the acquisition, holding and disposal of fixed assets and of investments. Investments can include securities not falling within the definition of cash.
3. Financing activities are those activities which result in changes in the size and composition of the capital structure of the group. This includes both equity and debt not falling within the definition of cash. Dividends paid in relation to the capital structure are included in financing activities.
4. Operating activities includes all transactions and other events that are not financing or investing activities.

Change in accounting policies

Polices have been applied on a consistent basis with those of the previous reporting period. There have been some changes to the classification of accounts to those of the previous reporting period apart from Financial Instruments. See note 13 Financial Instruments and note 12 Transitional Provisions.



	2023	2022
4. Operating Expenses		
Audit fees	20,010	22,380
Depreciation	77,510	65,514
Loss on disposal of assets	-	16,172
Governance hui	18,431	1,123
Insurance	19,326	19,202
Interest & Bank charges	269	347
Contract Expenses Other	5,780,786	10,395,359
Contractors	320,269	373,686
Other expenses	580,663	670,878
Property Costs	162,227	142,533
Salaries & Wages	3,540,714	2,895,334
Staff Costs	67,379	42,040
Telecommunications	14,161	5,758
Te Whare Pukai	325,702	69,219
Cost of Motorhomes	-	906,225
Total Operating Expenses	10,927,448	15,625,770
	2023	2022

5. Receivables from Exchange Transactions

Trade Receivables	1,100,224	783,474
GST	33,523	417,811
Prepaid expenses	18,596	8,031
Total Receivables from Exchange Transactions	1,152,343	1,209,316

Receivables from exchange transactions are non-interest bearing and are generally on terms of 30 to 90 days.



	2023	2022
6. Property, Plant & Equipment		
Tu Ara Ake - Botanical Road		
Land	102,469	156,966
Buildings	634,578	934,218
Net Book Value	737,047	1,091,184
Raleigh Street		
Land	364,617	364,617
Buildings	90,879	-
Capital WIP	86,353	73,143
Net Book Value	541,850	437,760
PHO - Botanical Road		
Land	1,485,000	1,485,000
Capital WIP	48,880	3,000
Net Book Value	1,533,880	1,488,000
Leasehold Improvements		
Cost	137,860	137,860
Accumulated depreciation	(9,131)	(6,374)
Net Book Value	128,729	131,486
Computer, Office & Medical Equipment		
Cost	244,440	206,090
Accumulated Depreciation	(200,433)	(151,977)
Net Book Value	44,007	54,113
Te Whare Pukai		
Te Whare Pukai - Plant and Equipment Cost	106,321	90,970
Te Whare Pukai - Plant and Equipment Accumulated depreciation	(18,661)	(1,959)
Net Book Value	87,660	89,012
Total Property, Plant & Equipment	3,073,173	3,291,555



Capital Work-in-Progress relates to the construction of houses by Te Ranga Maro Charitable Trust. These constructed assets will only be subject to depreciation (if any) once construction has been completed and assets are ready to use.

Reconciliation of the net book value at the beginning and end of the period:

30 June 2022	Tu Ara Ake - Botanical Road	Leasehold Improvements	Computer, Office & Medical Equipment	PHO - Botanical	Raleigh Street	Te Whare Pukai	TOTAL
Balance at beginning of period	1,907,397	134,244	56,304	-	434,616	-	2,532,560
Additions	6,945	-	58,607	1,488,000	3,145	90,970	1,647,667
Disposals	(843,300)	-	-	-	-	-	(843,300)
Profit/(Loss)	20,142	-	-	-	-	-	20,142
Depreciation	-	(2,758)	(60,798)	-	-	(1,959)	(65,515)
Balance at end of period	1,091,184	131,486	54,113	1,488,000	437,761	89,012	3,291,555

30 June 2023	Tu Ara Ake - Botanical Road	Leasehold Improvements	Computer, Office & Medical Equipment	PHO - Botanical	Raleigh Street	Te Whare Pukai	TOTAL
Balance at beginning of period	1,091,184	131,486	54,113	1,488,000	437,761	89,012	3,291,555
Additions	-	-	47,945	45,880	104,089	15,351	213,265
Disposals	(391,304)	-	-	-	-	-	(391,304)
Profit/(Loss)	37,168	-	-	-	-	-	37,168
Depreciation	-	(2,757)	(58,051)	-	-	(16,702)	(77,510)
Balance at end of period	737,046	128,729	44,007	1,533,880	541,850	87,662	3,073,174



	2023	2022
7. Trade and other payables from Exchange Transactions		
Trade Payables	737,850	1,717,432
Other Payables		
Accruals	18,500	16,990
GST	-	-
Total Other Payables	18,500	16,990
Total Trade and Other Payables from Exchange Transactions	756,350	1,734,422

Trade and other payables are non-interest bearing and are normally settled on 30 day terms, therefore the carrying value of trade and other payables approximates their fair values.

	2023	2022
8. Employee Entitlements		
Accrued Salary & Annual leave	276,962	256,376
Total Employee Entitlements	276,962	256,376

	2023	2022
9. Revenue in Advance from Exchange Transactions		
Revenue Received in Advance	270,000	508,673
Total Revenue in Advance from Exchange Transactions	270,000	508,673

10. Related Party Transactions

Related Party	Interest	Type of transactions	Balance receivable/owing by Te Tihi
Danielle Harris (Chairperson)	Chief Executive of Tanenuiarangi Manawatu Incorporated Roopu which includes Best Care (Whakapai Hauora) Charitable Trust.	Contract Revenue received - \$53,321 Contract Expenditure - \$930,978	\$57,500 receivable \$112,764 owing
	Board member, THINK Hauora	Contract Revenue received - \$1,103,430 Contract Expenditure - \$32,666	\$118,115 receivable \$9,983 owing
Delwyn Te oka (Trustee)	Manager of Te Wakahuia Manawatu Trust	Contract Revenue received - \$13,908 Contract Expenditure - \$772,730	\$56,090 owing \$0 receivable



Dennis Emery (Trustee)	Chairperson, Nga Kaitiaki o Ngati Kauwhata	Contract Revenue received - \$3,299 Contract Expenditure - \$354,603	\$0 receivable \$37,137 owing
	Board member. Whaioro Trust	Contract Revenue received - \$15,640 Contract Expenditure - \$174,838	\$40,568 owing \$0 receivable
Kim Savage (Trustee)	Manager of He Puna Hauora	Contract Revenue received - \$28,685 Contract Expenditure - \$496,929	\$50,874 owing \$2,300 receivable
Oriana Paewai (Trustee)	Management Committee of Nga Kaitiaki o Ngati Kauwhata	as above	as above
	Board member, Te Roopu Hokowhitu	Contract Revenue received - \$650 Contract Expenditure - \$33,125	
Di Rump (Trustee)	Chief Executive of Muaupoko Tribal Authority	Contract Revenue received - \$6,312 Contract Expenditure - \$663,129	\$49,918 owing \$0 receivable
	Board member, THINK Hauora	as above	as above
Ngareta Paewai (Trustee)	Chairperson, Kauwhata Maori Womens Welfare League	Contract Revenue received - \$0 Contract Expenditure - \$48,125	
Jordan Winiata-Haines (Trustee)	Manager, Raukawa District Maori Wardens Association	Contract Revenue received - \$346 Contract Expenditure - \$148,126	\$22,043 owing \$0 receivable
Hare Arapere (Trustee)	Board member, Te Roopu Hokowhitu	as above	as above
	Board member. Whaioro Trust	as above	as above
Mahalia Paewai (Trustee)	General manager, Te Kete Hauora o Rangitane Ltd	Contract Revenue received - \$16,048 Contract Expenditure - \$800,623	\$64,366 owing \$0 receivable



Key Management Personnel

The key management personnel, as defined by PBE IPSAS 20 Related Party Disclosures, are the members of the governing body which is the Board of Trustees, CEO and Senior Leadership Team. The aggregate remuneration of key management personnel and the number of individuals, determined on a full-time equivalent basis, receiving remuneration is provided below.

	2023 \$	2022 \$
Trustees		
Total Fees	-	-
Number of persons	9	9
Senior Leadership Team		
Total Remuneration	911,520	750,735
Number of persons	7	6

A total of \$19,509.09 was paid to close family members (2022: \$7,945).

Transactions with Other Related Parties

There were no transactions with other related parties during the reporting period (Prior year: nil).

11. Operating Leases

The group has entered into a commercial lease for certain office accommodation, storage, car parks, a managed service agreement and a lease for a warehouse. There are no restrictions placed upon the Group by entering into these leases.

As at the reporting date, the Board of Trustees has entered into the following non-cancellable operating leases:

	2023	2022
Non-Cancellable Operating Leases		
Not later than one year	161,068	182,539
Later than one year and no later than five years	473,772	592,320
Later than five years	162,305	151,355
Total Non-Cancellable Operating Leases	797,145	926,214



12. Transitional Provisions

PBE IPSAS 41 Financial Instruments is effective from 1 January 2022 and was adopted by the Trust on 1 July 2022. PBE IPSAS 41 has had no material impact on the Trust measurement and recognition of Financial Instruments.

In accordance with the transitional provisions in PBE IPSAS 41, The Trust has elected not to restate the comparative information which continues to be reported under PBE IPSAS 29. The accounting policies for the year ended 30 June 2023 have been updated to comply with PBE IPSAS 41.

Adjustments arising from the adoption of PBE IPSAS 41 are recognised as at 1 July 2022. The change in classification of financial assets is outlined in the table below:

Financial Assets	Measurement PBE IPSAS 29 30 June 2022	Measurement PBE IPSAS 41 1 July 2022	Carrying Amount PBE IPSAS 29 30 June 2022	Carrying Amount PBE IPSAS 41 1 July 2022
Cash and cash equivalents	Loans and receivables	Amortised cost	\$6,084,125	\$6,084,125
Receivables from exchange transactions	Loans and receivables	Amortised cost	\$1,209,316	\$1,209,316

Financial Liabilities	Measurement PBE IPSAS 29 30 June 2022	Measurement PBE IPSAS 41 1 July 2022	Carrying Amount PBE IPSAS 29 30 June 2022	Carrying Amount PBE IPSAS 41 1 July 2022
Trade and other payables	Amortised cost	Amortised cost	\$1,734,422	\$1,734,422
Employee entitlements	Amortised cost	Amortised cost	\$256,376	\$256,376

13. Categories of Financial Assets and Liabilities

The carrying amounts of financial instruments presented in the statement of financial position relate to the following categories of assets and liabilities:

	2023	2022
Financial Assets		
Amortised cost		
Cash and Cash Equivalents	3,977,679	6,084,125
Receivables from Exchange Transactions	1,152,343	1,198,941
Total Financial Assets	5,130,022	7,283,066



	2023	2022
Financial Liabilities		
At Amortised Cost		
Trade and Other Creditors	756,350	1,734,422
Employee entitlements	(276,962)	(256,376)
Total Financial Liabilities	479,388	1,478,046

14. Financial Instrument Risk

Risk Management Objectives and Policies

The Group is exposed to various risks in relation to financial instruments. The Group's financial assets and liabilities by category are summarised in Note 13. The main types of risks are market risks, credit risk and liquidity risk.

The Group's risk management policy is to ensure that all entities that make up the Group can continue to adhere to their objectives in the long term in providing healthcare services to the Otaki, Tararua, Manawatu and Horowhenua regions.

The Group does not actively engage in trading of financial assets for speculative purposes.

There were no material changes in the Group's risk exposure and risk management objectives and policies during the reporting period.

Market Risk Analysis

The Group is not exposed to significant market risk as it holds no financial instruments which are subject to any market movements. Interest rate risk is not considered to be material as interest earned on bank accounts is not material.

Credit Risk Analysis

Credit risk is the risk that a counterparty fails to discharge an obligation to the Group. The Group is exposed to this risk for various financial instruments, for example, by extending credit to debtors. The Group's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date as follows:

	2023	2022
Classes of Financial Assets		
Carrying Amounts		
Cash and Cash Equivalents	3,977,679	6,084,125
Receivables from Exchange Transactions	1,152,343	1,198,941
Total	5,130,022	7,283,066

No receivables from exchange transactions are considered to be past due or impaired. The Board of Trustees has assessed that all of the above financial assets are not impaired or past due for each of the reporting dates under review and are of good credit quality. The credit risk for cash and cash equivalents is considered negligible, since the counterparties are reputable banks with high quality external credit ratings. The carrying amounts disclosed above are the Group's maximum possible credit risk exposure in relation to these instruments.



The Group's policy is to deal only with creditworthy counterparties. No collateral is held by the Group in respect of its exposure to credit risk.

Liquidity Risk Analysis

Liquidity risk is the risk that the Group might not be able to meet its obligations. The Group manages its liquidity needs by monitoring forecast cash inflows and outflows due in day-to-day operations. The data used for analysing these cash flows is consistent with those used in the contractual maturity analysis below. Liquidity needs are monitored on a monthly basis projected for the next 2 years.

The Group's objective is to maintain sufficient cash and marketable securities to meet its liquidity requirements for two months at a minimum. This objective was met for the reporting period.

The Group considers expected cash flows from financial assets in assessing and managing liquidity risk, in particular its cash resources. The Group's existing cash resources significantly exceeds the current cash flow requirements.

The Group's non-derivative financial liabilities have contractual maturities (including interest payments where applicable) as summarised below:

	2023	2022
Liquidity Risk Analysis		
Current - within 6 months		
Trade and Other Payables	741,044	1,734,422
Employee Entitlements	74,051	128,188
Revenue in Advance from Exchange Transactions	-	254,336
Total Current - within 6 months	815,095	2,116,946
Current - within 6 to 12 months		
Trade and Other Payables	-	-
Employee Entitlements	74,050	128,188
Revenue in Advance from Exchange Transactions	-	254,336
Total Current - within 6 to 12 months	74,050	382,524
Total Liquidity Risk Analysis	889,145	2,499,470

15. Capital Management

In determining its capital management policy, the main objective of the Board is to ensure that the Group has sufficient funds to continue with its main purpose. This is largely achieved through managing revenues, expenses, assets, liabilities and general financial dealings. Capital for the Group consists of its accumulated surplus.

There are no externally imposed covenants on the Group (Prior year: nil).

16. Capital Commitment

Te Ranga Maro Trust has entered into a contract to build five whare, the Raleigh Street project. The total cost of the contract is \$2,090,226 including GST. The Trust has paid \$104,511 including GST up to 30 June 2023. (2022: \$0)



17. Contingent Liabilities

The Trust sought IRD guidance of the treatment of GST in regards to the purchasing of land, costs of construction, rental income and future sales for Te Ranga Maro Charitable Trust. For GST purposes the Trust must apply the con-current use rules and at each adjustment period return an amount of GST claimed on the purchase of land and costs of construction. The remainder of the GST claimed must then be paid on the subsequent sale of the properties. There is currently a contingent liability for GST on the Botanical Tu Ara Ake project. The sale price of those properties are set for 8 years from May 2021. The total sale price of all of the properties is \$2,320,000 therefore the Trust must pay \$302,609 of GST in total. At 30 June 2023 the Trust has paid \$194,651 of this GST.

Please refer to accounting policy "Construction Contracts" for the Trusts obligation to purchase properties in certain circumstances.

18. Events After the Reporting date

The Trust has been approved by the Ministry of Housing and Urban Development to build fifteen whare. The trust has not entered into any loan agreements for this but plans to borrow \$4,500,000 from MHUD. The Trust has also received a letter of offer from Westpac to help fund this project. The borrowings from Westpac have been quantified at \$2,500,000.

Te Tihi Performance Measure Data for period Jan 2023 to Dec 2023

RBA	Performance Measure	1 July 2022-31 Dec 2022	1 Jan 2023-30 June 2023	1 July 2023 – 31 Dec 2023
'How much'	Total number of partner organisations	18	18	18
	Total number of active squads	4	4	4
	Total number of Ora Konnect hui held	5	4	4
'How well'	Percentage of partners who report they are satisfied/highly satisfied with the Ora Konnect framework	Not completed	100% (13/13)	100% (18/18)
'Better off'	Percentage of partners who report they feel better able to deliver community outcomes as a result of their participation in the Ora Konnect Alliance	Not completed	100% (13/13)	100% (18/18)

MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Welcoming Communities Annual Update

PRESENTED BY: Somayyeh Ghaffari, Community Development Advisor

APPROVED BY: Kerry-Lee Probert, Acting Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE:

1. That the Committee receive the memorandum titled 'Welcoming Communities Annual Update' presented to the Community Committee on 20 March 2024.
-

1. ISSUE

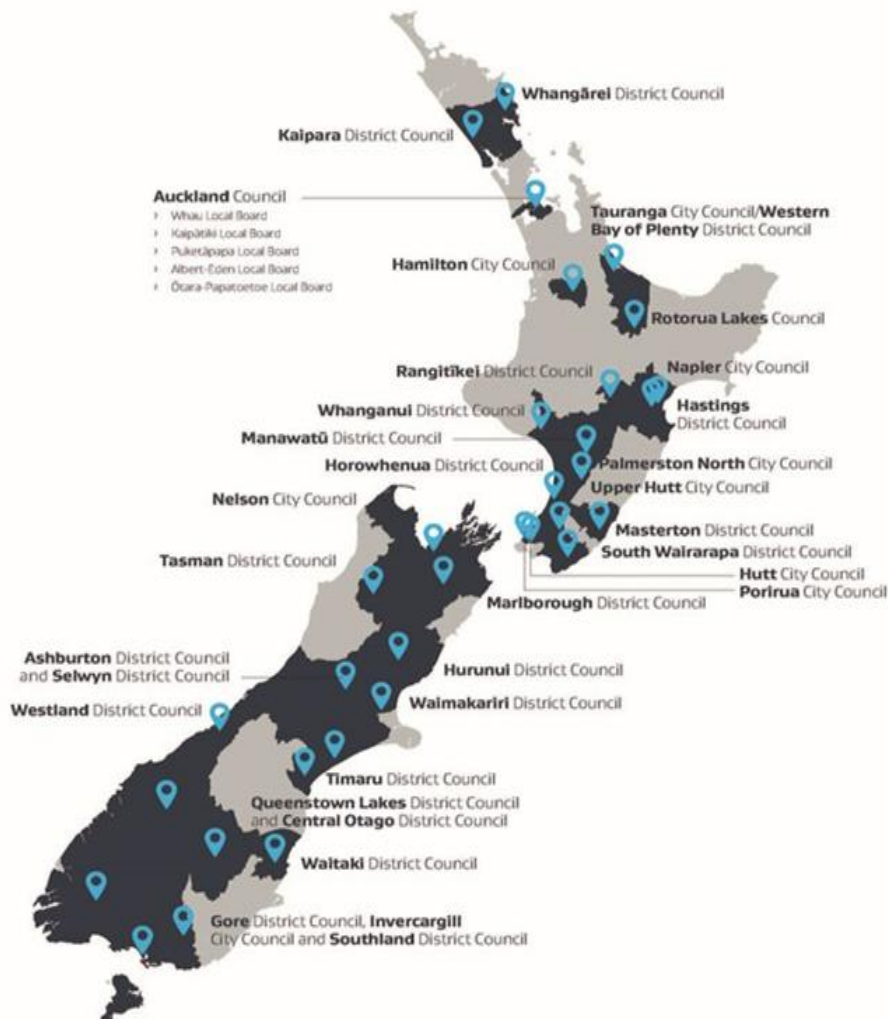
- 1.1 This report provides the annual update on the progress of the Welcoming Communities programme implementation
- 1.2 This is the sixth annual Welcoming Communities report. Additional history and context can be found in reports presented to the Community Development Committee meetings of March 2018, April 2019, November 2020, March 2022 and March 2023.

2. BACKGROUND

- 2.1 Welcoming Communities - Te Waharoa ki ngā Hapori is an Immigration New Zealand led accreditation-based initiative in which Palmerston North has been a participant since 2017. The programme is based on the premise that communities which make newcomers feel welcome are more likely to enjoy better social outcomes and stronger economic growth. Intentionally building connections means everyone feels included and knows they belong; in this environment, everyone can participate in the economic, civic, cultural and social life of the community.
- 2.2 Underpinning the programme and the accreditation framework is the national Welcoming Communities Standard, which sets out what a successful inclusive community looks like across eight key outcome areas: Inclusive Leadership, Welcoming Communications, Equitable Access, Connected and Inclusive Communities, Civic Engagement and Participation, Economic Development, Business and Employment, Welcoming Public Spaces, and Culture and Identity.

- 2.3 The programme is currently being rolled out across New Zealand in stages. As of February 2024, a total of 35 Councils have joined:

Councils that are part of the Welcoming Communities Programme



- 2.4 The impact of the Welcoming Communities programme is being evaluated at a national level by a third party, on behalf of Immigration New Zealand. This is long-term monitoring which will span several years, and involves local case studies, focus groups and broad data collection to determine how well the programme is achieving its aims.
- 2.5 In early March 2024, Palmerston North Welcoming Communities will participate in the third cycle of the national evaluation of the programme conducted by Allen & Clarke on behalf of Immigration New Zealand. The most recent evaluation report, from February 2023, is attached to this

memorandum for reference. Key findings included the following positive outcomes for member councils and communities:

- a. **Strengthened connections** between councils, newcomers, and community-based groups
- b. **Substantial collaboration** between newcomers' groups and community organisations
- c. **Strong and inclusive leadership** by councils – council and community leaders actively working to make their community a welcoming place
- d. Newcomers feel more **welcomed and confident** in using public spaces in their community.
- e. Increase in **cross-cultural understanding** in the community and newcomers feel more confident to share their culture and have others share their culture in return.
- f. Newcomers feel an **increased sense of belonging** in the community and the diversity they bring is valued by community members.
- g. Welcoming Communities programme was a **trusted network of support** during major national crises (such as the COVID-19 pandemic, Christchurch Mosque attack, natural disasters).

3. CONTEXT

- 3.1 The [Welcoming Communities Advisory Group Plan 2020-2023](#) was finalised and endorsed by Council on 17 March 2021.
- 3.2 The Advisory Group will begin work on refreshing the existing plan in the coming months. A Welcoming Plan is a key component of the Welcoming Communities programme; it sets out our local priorities for the coming years, providing a roadmap for achieving our welcoming goals for the city.
- 3.3 Note the intention was to apply for Advanced Welcoming Communities accreditation status in late 2023; however, the Ministry of Business, Innovation and Employment (MBIE) put applications for accreditation on hold due to capacity limitations. MBIE have recently reinstated their full Welcoming Communities team, and it is expected that accreditation will be available again mid-year. In the meantime, staff are preparing the accreditation application documents, to be ready to submit as soon as applications open.

4. ANNUAL UPDATE

- 4.1 Welcoming Communities has continued to see strong growth in 2023. The focus has been on strengthening meaningful partnerships and introducing new initiatives to create an inclusive environment for newcomer communities.
- 4.2 The Welcoming Communities Advisory Group remains the foundation of the programme, and they have continued to meet six-weekly to guide and coordinate the programme's implementation.

4.3 In 2023, Welcoming Communities coordinated and supported numerous events, activities and programmes. Highlights of the year have included:

4.3.1 **Welcoming Schools Programme Report Launch**

To deliver on 'Connected + Inclusive Communities' outcome area.

The Welcoming Schools programme is an initiative created to enable systemic change in schools and foster an inclusive and global thinking society through education. The programme has been co-funded by Immigration New Zealand, Department of Internal Affairs, Council and Ministry of Education, supported by Ministry for Ethnic Communities and Global Parents Support, and is being delivered by the Manawatū Multicultural Council (MMC).

A key milestone of the Welcoming School programme in 2023 was the launch of the [Inclusivity Strength Analysis Report](#) in September, as part of the Welcoming Week campaign. The report is the culmination of the efforts of many schools and parents who have shared their insights to foster a more inclusive school environment. The report highlighted key findings and proposed solutions to enhance the inclusion of newcomer students and families, including:

- The value of a structured onboarding process for successful integration.
- The importance of culturally inclusive physical school spaces.

Since the launch, findings were presented to Welcoming Communities Coordinators across the country and senior MBIE managers.

Next steps for the Welcoming Schools programme in 2024 include: parent workshops to improve understanding and communication between newcomer families and school staff; cultural competence and capability workshops for school staff; expansion to the early childhood education sector; promotion of MMCs language assistance services into schools; and development of an online information hub for newcomer families starting school in Palmerston North.

4.3.2 **Cultural Celebrations**

To deliver on 'Connected + Inclusive' and 'Culture + Identity' outcome areas. The Welcoming Communities programme provides an essential link between event organisers and ethnic communities. Strong relationships built over time between Council and communities, and facilitated between communities themselves, enable greater community outcomes to be achieved through the medium of events.

By embracing cultural festivities, newcomers find reassurance in their identity and establish a sense of connection and acceptance within the receiving community. Sharing their cultural heritage with the mainstream community fosters a feeling of belonging, and in turn, the host community gains understanding and appreciation of the newcomers' culture and values, enabling them to better support and welcome them. Palmerston North

Welcoming Communities takes an active role in endorsing various engaging events. In 2023, this included the new Palmy Play Festival - Taiopenga ā-Rēhia to celebrate cultural diversity through playful activities.

Events supported in 2023 included:

- Lunar New Year
- Ethkick
- Festival of Cultures
- Holi: Festival of Colours
- Moon Festival
- Palmy Play Festival – Taiopenga ā-Rēhia
- Diwali Mela
- Religious Diversity Day

At Palmy Play Festival – Taiopenga ā-Rēhia, 26 stall holders hosted traditional games from all around the world to celebrate cultural diversity of our community through the common language of play. This festival was a collaboration between Council and the Manawatū Multicultural Council.

Diwali Mela, the Festival of Lights, celebrated its fourth year in Palmerston North in November. Each year the event has grown larger and different components have been added. This year, in addition to a range of food stalls, performances and the laser light show, Story Boards, a Prayer Tent and a Curry of Fire competition were also featured. This event continues to foster a strong partnership between Council and the community.

4.3.3 **City Welcome – Pōwhiri for newcomers**

To deliver on 'Equitable Access', 'Inclusive Leadership' and 'Welcoming Communications' outcome areas.

Palmerston North Welcoming communities has strong established relationships with mana whenua, and this has again been demonstrated throughout 2023.

Welcoming Communities has continued to partner with Rangitāne to formally welcome newcomers to Palmerston North through the City Welcome – Pōwhiri sessions. Four sessions were held throughout 2023, attended by a total of approx. 500 newly arrived migrants, former refugees and international students. During the welcome sessions, newcomers have opportunities to learn about how to access services and participate in activities within the city. Attendees are given city Welcome Packs and they enjoy the opportunity to connect with city leaders and service providers, as well as other newcomers.

4.3.4 **Te Tiriti o Waitangi Workshop for Welcoming Communities Advisory Group**

To deliver on 'Inclusive Leadership' outcome area.

Council's Poutakawaenga Matua – the Principal Māori Advisor facilitated a 'Welcoming Communities and Te Tiriti o Waitangi' workshop for the Advisory Group. In this workshop, the Group discussed Te Tiriti and the Declaration of Independence, and explored the Treaty aspirations of our local Welcoming Plan.

4.3.5 **Welcoming Week Campaign and Welcome Decal launch**

To deliver on 'Inclusive Leadership', 'Welcoming Communications' and 'Welcoming Public Spaces' outcome areas.

Palmerston North celebrated its fourth International Welcoming Week — Te Wiki o Manaaki campaign in September 2023, with a series of engaging events and activities, including: a Library Display about the achievements of the Palmerston North Welcoming Communities programme over the years; a City Welcome session; the Welcoming Schools Report Launch event; a potluck dinner with MMC; and a Plant and Play event at Frederick Krull Reserve.

During the week, the new Welcome Decals were also launched, to encourage local businesses and organisations to visibly demonstrate their commitment to embracing people of all cultures. The Decal stickers feature the word 'welcome' in 68 languages most spoken in Palmerston North. The Decals have proven very popular, with over 100 distributed across the city to date, and several Councils from around the country getting in touch keen to share the idea.



4.3.6 Palmy Global Ambassadors

To deliver on 'Inclusive Leadership' outcome area.

The Palmy Global Ambassadors programme resumed in 2023. The programme aims to provide a leadership development pathway for young international students and other newcomers, aged 18-24, with a focus on international relations, community development and events. Four Global Ambassadors were recruited in October 2023.

4.3.7 Organisational Development

To deliver on 'Inclusive Leadership' outcome area.

The Welcoming Communities framework requires Council to work towards intentional inclusivity as an organisation as well as facilitate this in the community. Throughout 2023, various activities occurred in this area, including: the development of an internal diversity, inclusion and equity working group; a Pink Shirt Day working group; celebrating Welcoming Week; and putting a 'welcoming lens' across other projects, such as the Age Friendly programme, Library programmes and various communications and marketing work.

4.3.8 Knowledge sharing and networking

The leadership of the Council in the Welcoming Communities programme has been acknowledged in various ways over the course of the year, and there have been many opportunities to share knowledge and insights. Examples include presentations made to the Tokyo Metropolitan Board of Education, offering cultural guidance to the Regional Community Arts network group, supporting new councils as they join the programme, and strengthening relationships with our regional neighbours.

The strong reputation of the programme has also resulted in invitations to contribute to the development of a number of central government projects, including: Te Whatu Ora MidCentral's 'Welcome to Palmerston North Hospital' brochure, and Positive Women Inc's HIV prevention and support programme for people living in Aotearoa who have come from high HIV prevalence countries.

In March 2024, Palmerston North will be presenting at the Australasian 'Consultations on Resettlement and Complementary Pathways' conference in Auckland, sharing insights on the importance of meaningful partnerships for running a successful Welcoming Communities programme.

Later in March 2024, Palmerston North will be hosting Christina Pope, Director of Welcoming International for a visit to the city. Welcoming International are interested to learn how Palmerston North Welcoming Communities is structured, and this is an opportunity to discuss ways to connect with other cities through the Welcoming International Alliance to help us achieve our goals.

5. NEXT STEPS

- 5.1 Implementation of the programme will continue in 2024, with an emphasis on taking stock and revising the Welcoming Communities Advisory Group Plan, incorporating fresh activities and initiatives, whilst continuing to build on what is working well. The Plan will be co-designed with newcomer communities, to ensure alignment with their needs, ideas, and aspirations.
- 5.2 An application for Advanced level accreditation will be submitted to MBIE as soon as possible.

6. 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?	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 achievement of action/actions in Connected Communities	
The action is: Regularly develop and implement Welcoming Plans.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Annual update provided as to the implementation of the current Welcoming Plan. The Welcoming Communities programme delivers across many areas of Council's strategic direction, and contributes to enhanced social, economic and cultural wellbeing in the community.

ATTACHMENTS

1. Welcoming Communities Evaluation Report Feb 2023 [↓](#) 



Expanded Welcoming Communities Evaluation

Interim Report FINAL

February 2023





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Quality
ISO 9001

Allen + Clarke has
been independently
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LIST OF ABBREVIATIONS AND TERMS

Abbreviation	Definition
Advisory Group	Some WCPs use the term 'Advisory Panel', but for consistence, this report uses 'Advisory Group' throughout.
Coordinators	Welcoming Communities Programme Coordinators, who are employed by councils.
Council	'Council' is used for all quotations from people employed by or elected to the council, including Mayors, councillors, WCP Coordinators, and other council staff. This supports anonymity.
INZ	Immigration New Zealand
WCP	Welcoming Communities Programme
WC Plan	Welcoming Plan
WC Standard	Welcoming Communities Standard

EXECUTIVE SUMMARY

Background

Welcoming Communities/Te Waharoa ki ngā Hapori¹ (WCP) is led by Immigration New Zealand (INZ) in collaboration with the Ministry of Ethnic Communities and the Human Rights Commission. The WCP brings together local government (councils) and communities to make places more welcoming for everyone: the receiving community and newcomers (former refugees, international students, and migrants). Following a successful pilot, between July 2017 and June 2019, the programme has been expanded. MBIE has commissioned Allen and Clarke Policy and Regulatory Specialists (*Allen + Clarke*) to evaluate the programme expansion. The purpose of the evaluation is:

to evaluate the degree to which the expanded programme delivers anticipated short to longer-term outcomes and desired impacts as set out in the Welcoming Communities Intervention Logic. Findings from this evaluation will be used to inform Ministers about the ongoing programme and to inform the ongoing operation and delivery of the programme to ensure its continued success and to maximise its impact (extract from the Consultancy Services Order).

The evaluation is being conducted over four years, including three data collection cycles. Five evaluation criterion and 12 associated questions² were developed through a codesign workshop with MBIE and INZ officers, the independent evaluation team from *Allen + Clarke*, and a WCP coordinator.

This Interim Findings Report is the main output from Data Collection Cycle 1.

Methods

Data Collection Cycle 1 included focus groups with council coordinators of the WCP; interviews with national stakeholders, council-based case studies, a survey, and data monitoring.

Findings

For each of the eight evaluative KEQs an interim evaluative finding³ was reached and is provided below. For the four descriptive questions, a summary is provided.

¹ Translates as “The Gateway to Communities”

² Of the 12 questions, eight are evaluative questions and four are descriptive.

³ Interim evaluation findings are based on data collection cycle 1, and will be further tested through data collection cycles 2 and 3.

Criterion 1: Effectiveness of Programme Implementation and Expansion

KEQ1.1: How effectively is the programme being implemented?

Interim Finding: The programme has been effectively implemented, but the core implementation documents and processes could be improved.

KEQ1.2: How effectively is the expanded programme being rolled out?

Interim Finding: The expanded roll-out is being delivered effectively, relative to the stage of implementation.

Criterion 2: Adaptation and Innovation

KEQ2.1: How well has the programme been adapted to the needs and context of the communities it is delivered in?

Interim Finding: WCPs are effectively adapted to meet the needs of their local communities.

KEQ2.2: To what extent is innovative practice part of the programme implementation?

Interim Finding: Innovative practice is supported as part of programme implementation.

Criterion 3: Reach

KEQ3.1: To what extent is the programme reaching its intended participants/target groups?

Interim Finding: The WCP is reaching members of its target groups, but there may be 'hidden' pockets of newcomers who are missing out; and there is more work to be done reaching the receiving community.

Criterion 4: Outcomes

KEQ4.1: To what extent have the overarching outcomes described in the Welcoming Communities Standard been achieved?

Interim Finding: There has been progress in achieving these outcomes, with the extent of progress being aligned to the maturity of the programme (by council).

KEQ4.2: To what extent have the expected short- and medium-term outcomes of the Welcoming Communities Intervention Logic been achieved?

Interim Finding: Progress towards enablers and short- and medium-term intended outcomes is commensurate with the length of time the WCP has been implemented, with all case studies describing progress toward at least some intended outcomes.

KEQ4.3: For whom, and to what extent, and in what circumstances have these outcomes been achieved?



Interim Finding: Progress toward outcomes requires effective sustained implementation, and a skilled WCP Coordinator who has sufficient capacity for the work.

KEQ4.4: What unanticipated outcomes has the programme contributed to?

In well-established WCPs, relationships built through the WCP, and especially via the Coordinator and Advisory Group members, were leveraged during COVID restrictions. This was particularly so during lockdowns and then to establish culturally safe vaccination clinics. There have been other situations, such as fatal accidents among newcomer community members, where the relationships established through the WCP enabled a rapid response that aimed to prevent a recurrence.

Criterion 5: Learning and Improvement

KEQ5.1: What are the barriers and enablers to successful programme delivery from Immigration New Zealand and the councils new to the programme and the longer-standing councils involved in the pilot?

Some important barriers have been identified:

- Major programme tools, including the *WC Standard*, *Putting out the Welcoming Mat* and templates used to assist with onboarding new councils, are an implementation barrier because they are not optimally aligned to the context of Aotearoa New Zealand.
- Some councils may be creating a barrier to successful delivery of the WCP by allocating insufficient hours to WCP coordination and/or by delaying integration of the WCP with their strategic plans.
- There are barriers to engagement with mana whenua, with the evaluation finding that case studied WCPs did not appear to have partnered with mana whenua to the extent described in the *WC Standard*.
- There are barriers to engagement with the business sector, with the case studied WCPs not appearing to have created enduring relationships of a nature described in the *Welcoming Standard*.
- The receiving community does not seem to be as engaged with the WCP as is intended by the *WC Standard*. This is a barrier to achieving intended outcomes of the programme, such as for element four, *Connected and Inclusive Communities*.
- It has become apparent to council interviewees that the process of developing a Welcoming Plan for a region with the large geographical spread is challenging and may be a barrier to successful implementation.

Some important enablers have been identified:



- Employing a WCP Coordinator with the right skills mix is an important enabler of the WCP. Coupled with this, the WCP is enabled by the Coordinator being sufficiently resourced and having sufficient time allocated to do the job well.
- Programme reach is considerably enabled by the composition and collaborative nature of the Advisory Group. The inclusion of a local INZ Relationship Manager at Advisory Group level has been identified as an enabler of successful delivery of the WCP.
- The support provided by INZ officers to WCP Coordinators, especially in the programme establishment period, is greatly valued and enables WCPs to get set up on a solid footing.
- Having the WCP being driven by a central government agency but delivered by a local government agency was considered an enabler.

Further, the WCP is generally endorsed as a valuable initiative, which has core strengths of commitment, enthusiasm, and collaboration.

KEQ5.2: What changes could be made to enhance the effectiveness of the programme?

The number of changes were suggested for the programme, and the main ones have resulted in recommendations, which are covered below.

KEQ5.3: What supports the sustainability of the programme?

The sustainability of the WCP at the council level appears to be supported by the extent to which it is embedded into the strategy and plans of its host council.

Council decisions around the funding of the WCP, including the hours allocated to the Coordinator for their WCP work, are important to WCP sustainability.

Employing a WCP Coordinator with the right skills mix supports WCP sustainability.

Being able to demonstrate the positive effects from the WCP to councils and to Government will support its sustainability.

Recommendations

The evaluators have collaborated with MBIE and INZ to develop the following seven recommendations:

1. Māori engagement

WE RECOMMEND that MBIE/INZ work alongside councils and Māori, creating reciprocal relationships and genuine partnership, to contribute to building Welcoming Communities.

2. Receiving Communities

WE RECOMMEND that the Welcoming Communities Programme continue to identify opportunities to engage with receiving communities.

3. Business Sector

WE RECOMMEND that councils identify opportunities to engage with the business sector, to promote the contribution that newcomers make to the region's economy.

4. Council Capacity

WE RECOMMEND that MBIE/INZ continue to ensure councils have realistic expectations about the effort and resource inputs required from the onset of the Programme in order to implement, sustain, and maximise the benefits of WCP.

5. Welcoming Standard

WE RECOMMEND that the *Welcoming Standard* outcomes be reviewed to ensure they meet the current needs and aspirations of councils and the community. It is important that the outcomes are guided by Te Tiriti principles and worded in plain English.

6. Welcoming Mat

WE RECOMMEND that the *Putting out the Welcoming Mat* be reviewed and revised to reflect the way the programme is implemented in Aotearoa New Zealand, with current, relevant examples and case studies.

7. Accreditation

WE RECOMMEND that the process of gaining Accreditation be simplified, recognising that the effort required by the Coordinator to prepare the application is effort that is not available for the actual mahi of the programme.



1.0 BACKGROUND

About the Welcoming Communities Programme/Te Waharoa ki ngā Hapori

The Welcoming Communities Programme - Te Waharoa ki ngā Hapori⁴ (WCP) is led by Immigration New Zealand (INZ) in collaboration with the Ministry of Ethnic Communities and the Human Rights Commission. The WCP brings together local government councils (councils) and their communities to make it more welcoming and inclusive for newcomers (recent migrants, former refugees and international students) and local residents so they can participate fully in the social, civic, cultural and economic life of the community.

The WCP was piloted in Aotearoa New Zealand from July 2017 to June 2019 with ten councils⁵ across five regions. Based on positive evaluation findings and the success of the pilot programme, in August 2019 Cabinet agreed to allocate \$6.665m Immigration Levy revenue over four years (2020/21 to 2023/24) to expand the programme to up to an additional 30 sites. Since the expansion, 17 new councils joined the programme. By July 2022, 26 councils (including those from the pilot) were taking part in the WCP across 12 regions (in different stages of implementation).

The role of Immigration New Zealand

The programme is overseen by Immigration New Zealand (INZ), an agency within the Ministry of Business, Innovation and Employment (MBIE).

INZ's role includes:

- supporting and guiding new and longer-standing member councils
- supporting the expansion of the programme through on-boarding new member councils and managing increasing number of members
- promoting the programme
- providing resources, workshops, information on national and international best practice and opportunities for members to network and learn from each other.

The role of the Coordinator

The Welcoming Communities coordinator leads the Welcoming Communities programme within their council. They are INZ's main point of contact within the council, managing all requirements for participation in the WCP including reporting, applying for accreditation and

⁴ Translates as "The Gateway to Communities"

⁵ Tauranga City Council and Western Bay of Plenty District Council; Palmerston North City Council; Whanganui District Council; Ashburton District Council; Selwyn District Council; Gore District Council; Invercargill City Council; Southland District Council; Environment Southland



contributing to the network. They are responsible for guiding the council and the community to become a Welcoming Community.⁶

The role of the Advisory Group

The Advisory Group provides guidance and expertise, ensuring diverse perspectives are reflected, supporting and representing the interest of the programme, and both socialising the programme and 'doing the doing'.⁷ The Advisory Group are representative of the community and members are expected to draw on their networks and relationships to drive the programme forward.

INZ support for the WCP Coordinators

Prior to 2022, the INZ-Welcoming Communities team organised monthly coordinators' virtual meetings. During the meetings, coordinators took turns providing updates about their work and the Welcoming Communities programme in their region.

From the beginning of 2022, the coordinators monthly meetings became knowledge sharing sessions. Each meeting, one or two coordinators virtually presented on a specific topic, for example, how to develop a welcoming plan, how to conduct a stocktake, accreditation...etc. Also, several guests were invited to these meetings to share their knowledge and experience with the coordinators, such as members of the Welcoming International Alliance: Christina Pope, Senior Director of Welcoming International and Jacqueline Broadhead, Director, Global Exchange on Migration and Diversity, Centre on Migration, Policy and Society (COMPAS) University of Oxford as well as INZ staff members.

Since October 2022, in addition to the virtual knowledge sharing session, the INZ-Welcoming Communities team have organised regular virtual meetings for coordinators according to their stage in the Welcoming Communities programme. New coordinators meet fortnightly, Stage 1 coordinators meet monthly, and Stage 2 meet bi-monthly. The coordinators take turns chairing the meetings and focus on topics that are of interest.

There is also an annual in-person Welcoming Communities Coordinators' Hui. The most recent one was held on the 24 and 25 of November 2022. The 2020 and 2021 Hui were cancelled due to COVID.

In addition, the INZ-Welcoming Communities team organise trainings and workshops for Welcoming Communities coordinators.

About this Evaluation Report

MBIE has commissioned *Allen + Clarke* to conduct a four-year evaluation that assesses the degree to which the expanded programme delivers the anticipated short- to longer-term

⁶ Taken from the *Welcoming Communities Coordinators Toolkit*.

⁷ Welcoming Communities Coordinators Toolkit.



outcomes and desired impacts described in the Welcoming Communities Standard (WC Standard) and the Intervention Logic (IL).

This interim report has been developed following the first of three data collection cycles in the evaluation of the Expanded Welcoming Communities programme. Data Collection Cycle 1 was carried out between March and July 2022.

Data Collection Cycle 1 was somewhat impacted by COVID-19 restrictions, but five case studies (the main data collection activity) proceeded in-person, without interruption by restrictions.

The case studies have provided in-depth information which forms the basis of much of the findings. The data gathered through national stakeholder interviews, Coordinator focus groups, and the survey supported the experiences described by case study participants, strengthening the validity of the findings. Further, the survey provided some valuable insights that had not emerged through the case studies, particularly in relation to iwi participation.

Data collection was largely carried out by four team members, with two further team members in support roles. The three team members with the greatest involvement in data collection did the analysis and report drafting, supported by their colleagues.



2.0 METHODOLOGY

Evaluation Purpose

The purpose of the Expanded Welcoming Communities Programme Evaluation is:

To evaluate the degree to which the expanded programme delivers anticipated short to longer-term outcomes and desired impacts as set out in the Welcoming Communities Intervention Logic. Findings from this evaluation will be used to inform Ministers about the ongoing programme and to inform the ongoing operation and delivery of the programme to ensure its continued success and to maximise its impact. (Extract from the Consultancy Services Order.)

The evaluation is being carried out in three cycles, with the present report being an output of the first cycle. Data Collection Cycle 1 was carried out during 2022. The second data collection cycle is planned for 2023 and the third is planned for 2024.

Evaluation Criteria and Key Evaluation Questions

Through a collaborative design workshop, five evaluation criteria with 12 associated key evaluation questions (KEQs) were established, as depicted in the following table.

Table 1: Criterion and Key Evaluation Questions

Criterion	Key evaluation questions
Effectiveness of programme implementation and expansion	1.1 How effectively is the programme being implemented?
	1.2 How effectively is the expanded programme being rolled out?
Adaptation and innovation	2.1 How well has the programme been adapted to the needs and context of the communities it is delivered in?
	2.2 To what extent is innovative practice part of the programme implementation?
Reach	3.1 To what extent is the programme reaching its intended participants/target groups?
Outcomes	4.1 To what extent have the overarching outcomes described in the Welcoming Communities Standard been achieved?
	4.2 To what extent have the expected short- and medium-term outcomes of the Welcoming Communities Intervention Logic been achieved?
	4.3 For whom, and to what extent, and in what circumstances have these outcomes been achieved?



Criterion	Key evaluation questions
	4.4 What unanticipated outcomes has the programme contributed to?
Learning and improving	5.1. What are the barriers and enablers to successful programme delivery from Immigration New Zealand and the councils new to the programme and the longer-standing councils involved in the pilot?
	5.2 What changes could be made to enhance the effectiveness of the programme?
	5.3 What supports the sustainability of the programme?

Data Collection

The data collection methods for Cycle 1 were:

- Two focus groups with WCP Coordinators
- Ten interviews with National Stakeholders
- Five case studies
- Survey (of councils not covered by case studies)
- Data monitoring.

Data collection tools for Cycle 1 were designed by the evaluation team and reviewed by MBIE.

This section describes the methods used for Data Collection Cycle 1 and how these were operationalised.

WCP Coordinator Focus Groups

The focus groups were held in March 2022. Coordinators from 13 of the 17 member councils (at that time) attended one of two 90-minute focus groups. Participating councils were:

- Ashburton District Council (pilot)
- Central Otago District Council
- Gore District Council (pilot – in collaboration with Invercargill City Council and Southland District Council)
- Hamilton City Council
- Horowhenua District Council
- Masterton District Council
- Palmerston North City Council (pilot)
- Queenstown Lakes District Council



- Rangitikei District Council
- Selwyn District Council (pilot)
- Southland District Council (pilot – in collaboration with Invercargill City Council and Gore District Council)
- Western Bay of Plenty District Council and Tauranga City Council (pilot - this is a single programme)
- Whanganui District Council (pilot)

COVID-19 restrictions during this time meant that the two focus groups were held via Zoom conferencing for this data collection cycle. The focus group guide for Cycle 1 addressed the support received and desired from INZ; Learning and Improvement; and the enablers of outcomes described in the Intervention Logic. Other topics will be addressed through further focus groups planned for Cycles 2 and 3, as per the following table.

Table 2: Topics to be covered in the focus groups, by evaluation cycle

Cycle	Immigration New Zealand	Stakeholder Engagement	Learning and Improving	Outcomes
1	✓	✗	✓	Enablers
2	✗	✓	✓	Short-term
3	✓	✓	✗	Medium-term

The focus groups were hampered by participants having different versions of Zoom, resulting in some people having no access to functionality built into more recent versions. Some participants attended in pairs or small groups rather than individually joining the session, which further hampered participation in some activities such as polls. Despite these limitations, one participant who also took part in a case study reported that the focus group had been very useful for making connections with other Coordinators and hearing directly from them about things that were working well and things that were not working as well as expected.

National Stakeholder Interviews

Interviews were held with 10 national stakeholders, some individually and some in pairs. National stakeholder interviews included personnel from INZ, MBIE, and the Human Rights Commission. Interviewees were nominated by INZ and selected due to their national role in relation to the WCP. Due to COVID-19 restrictions, these interviews were all conducted online via Zoom.

National stakeholders were interviewed in relation to the following evaluation criteria:

- Effectiveness of the programme implementation and expansion
- Adaptation and Innovation



- Outcomes
- Learning and Improvement.

Case Studies

Five case studies were conducted in Western Bay of Plenty/Tauranga (WBoP/T), Palmerston North (PN), Horowhenua, Queenstown Lakes District Council (QLDC), and Gore. Through the five case studies, the evaluation team engaged with 97 people in total.

To select which councils to include in the Cycle 1 case studies, the evaluators aimed for a mix of attributes across the following selection criteria:

- length of time in the programme: pilot or expansion. The evaluation of the pilot programme suggested that initial implementation, including appointing a Coordinator, establishing an Advisory Group, completing the stocktake, and developing a Welcoming Plan, takes approximately 18 months from joining. We used this information to guide our understanding of where councils were likely to be along the implementation journey.
- delivery model (single councils and those delivered as part of a multi-council group)
- geographic (north/south; urban/rural/mixed)
- demographic profile of the community (% Māori population, % born outside Aotearoa New Zealand)
- points of interest in relation to the demographic of newcomers in the community such as having seasonal migrant workers, having a refugee resettlement programme, or having a university with international students.

WCPs where a Coordinator had not yet been recruited were not considered for Cycle 1 case studies.

Three case studies were with WCPs that were established during the pilot, and two were in the early stages of implementation, having joined through the expansion. One case study was something of an outlier having been part of the alliance with other councils during the pilot but had taken the step to go it alone once the pilot concluded.

We contacted the WCP Coordinators of the shortlisted councils and invited them to participate. Due to the short timeframe between invitation and planned site visit, one council declined, and was replaced.

We met with each Coordinator (online) for a planning session, at which time we asked for their help in identifying individuals (including newcomers) and stakeholder organisations that we



should meet with during a four-day site visit.⁸ The assistance and hospitality of the Coordinators during the site visits was greatly appreciated by the evaluation team.

Two evaluators attended each case study. Copies of the interview guides used are embedded in an appendix of this report. The table and figure below show the number of interviewees by case study, cohort, and role.

Table 3: Number of case study interviewees by cohort and council

Cohort	Number of interviewees (<i>n</i>)
Expansion	27⁹
QLDC	21
Horowhenua	6
Pilot	70
Gore	24
PN	25
WBoP/T	21

⁸ Horowhenua was very new in its implementation journey, with fewer people engaged. Thus, a one-day site visit was conducted, compared with four-day visits for other case studies.

⁹ There was one interviewee linked to both a pilot and an expansion WCP. They have been included under Expansion Group 1 in this table.

Figure 1: Cumulative number of engagements by interviewee type

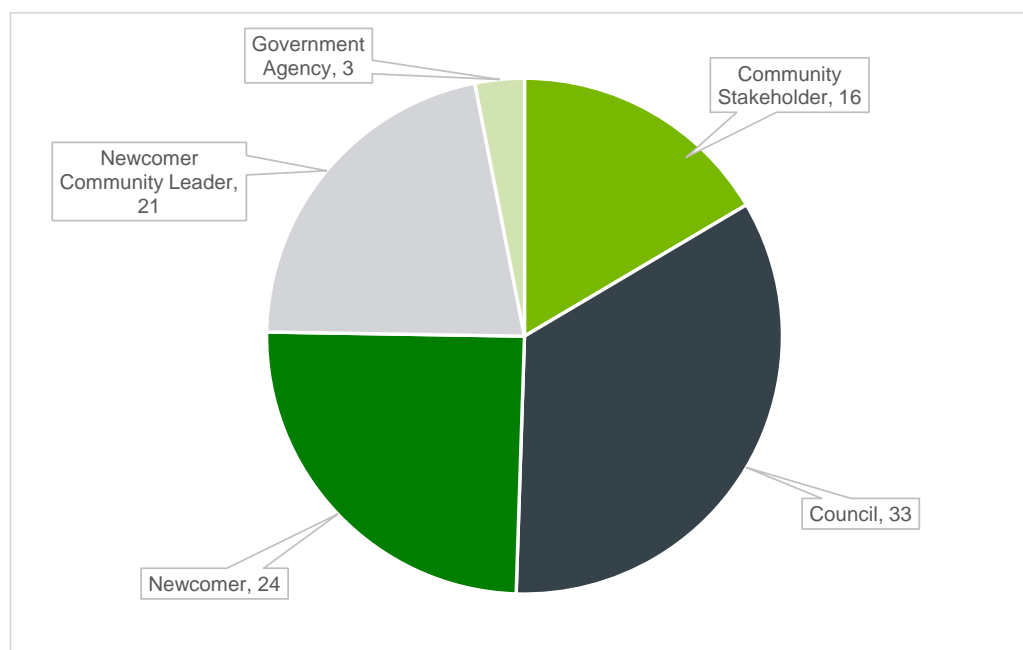


Table 4: Number of case study interviewees by interviewee type

Interviewee type	Number of interviewees (n)
Community Stakeholder	16
Council	33
Newcomer	24
Newcomer Community Leader	21
Government Agency	3
Total	97

A total of 33 council staff were interviewed from the 'Council' interviewee group, including five Coordinators and 10 elected representatives (Mayors and councillors), with at least one elected representative interviewed in each case study.

Of the 97 case study interviewees, 23 were Advisory Group members.

Engagement with newcomers involved a series of 19 illustrated A3 laminated posters relating to selected intended outcomes described in the WC Standard, and enablers and intended outcomes from the IL. In the posters, the enablers and intended outcomes were reworded into plain English. For each statement, newcomers were asked to put a sticker on the poster indicating the extent to which they agreed or disagreed with the statement. Discussion and



examples were encouraged. Newcomers received a \$50 supermarket voucher as koha to thank them for their contribution to the evaluation. The results are reported in the section *Criterion 4 Outcomes*.

Newcomers interviewed for this evaluation arrived in Aotearoa New Zealand from 15 different countries including those in Asia, Europe and South America.

Survey

The survey was developed by the evaluation team with input by MBIE/INZ. It included questions that investigated awareness, attitudes and perceptions of diversity and newcomer needs, and perceptions about the effectiveness of programme implementation and the Welcoming Plan activities¹⁰ in their community.

The online survey was distributed to six qualifying¹¹ councils in August: Selwyn, Ashburton, Rangitikei, Hamilton, Central Otago, and Whanganui. Councils that had been included as case studies were excluded. As agreed with MBIE and INZ, the evaluation team contacted the WCP Coordinators in the six designated councils, asking them to compile and provide lists of local stakeholders. These lists were brought together in a distribution list.¹² The lists included council employees and key stakeholders such as local community leaders and their members.

The survey was set up in SurveyMonkey. After testing the routing and user friendliness, a link to the online survey was emailed using the established distribution list, and it was provided to one Coordinator for personal distribution. The survey link was provided to 224 people. Two reminders were sent to people who had been invited to participate but had not yet done so. The survey was open to responses for two full weeks plus a third weekend: 5-21 August 2022. Complete responses were received from 65 respondents (a response rate of 29%).

Data monitoring

A data monitoring framework was developed in consultation with MBIE and involves regular collation and analysis of information provided to the evaluation team by MBIE. The following sources of information were selected for monitoring:

- the six-monthly Coordinator reports to INZ¹³
- completed Welcoming Plans

¹⁰ Note that some councils, especially those that joined during the expansion, are yet to develop a Welcoming Plan.

¹¹ During the time the survey was disseminated, Welcoming Communities have a total of 26 member councils. 6 joined in July and were very new to the programme so they have been excluded from participating in the survey. The rest either did not have a Coordinator or were yet to develop a stakeholder list so have been excluded.

¹² One council declined to provide this information, and it was agreed that the evaluators would supply a link to the online survey for them to distribute, on the basis that they recorded and reported the precise number of people they had provided with the survey link.

¹³ Six-monthly progress reports are a reporting requirement for member councils that are receiving seed funding. They are completed by the Coordinator and cover outputs, outcomes, activities planned over the next six months and issues, risks, and challenges. Councils that are no longer receiving seed funding provide such progress reports annually.



- Councils' long-term plans
- selected data from the Migrants Survey 2020 (survey question on migrants who felt they were treated unfairly)
- selected data from the Community Survey (selected survey questions regarding the attendance/participation in any cultural festivals, New Zealand and the community being welcoming, general thoughts about migrants/immigration)
- any applicable accreditation documents.

The main sources of monitoring data drawn on in this interim report were the six-monthly Coordinator reports to INZ and the Welcoming Plans. The surveys data is intended to show change over time and will be included in the final evaluation report.

Data Analysis

Notes made in relation to the focus groups, national stakeholder interviews and case study interviews were uploaded to NVivo20 for coding and thematic analysis. The coding frame was organised by KEQ, with iterative thematic on-coding conducted within that structure.

The survey output was downloaded to Excel for analysis, supplementing the analytics provided within the SurveyMonkey tool.

Data that is being progressively accumulated as part of the ongoing data monitoring activity was reviewed for relevance to Cycle 1, bearing in mind that some of the data is expected to show changes over time (2022 – 2024). As expected, this data source made relatively little contribution to the findings described in this report, compared to the other data sources; but it is anticipated that it will make a greater contribution to subsequent reports.

A brief guide to reading this document

The findings in this Interim Report are presented by Criterion and, with one exception, by key evaluation question within each criterion. The exception is *Criterion 1, Effectiveness of programme implementation and expansion*. The nature of the findings made it more readable to combine the two KEQs and then present the findings in the order of the implementation journey. Care has been taken to distinguish between experiences of WCPs established through the pilot, and those established through the expansion.

In Table 4 above, case study participants are grouped by 'type', with six 'types' identified: business/employer, community stakeholder, council, newcomer, newcomer community leader, and government agency. In the findings section that follows, these 'types' are used to provide the reader with a non-identifying guide to the source of quotations and ideas that have been paraphrased. These terms have also been used in relation to survey respondents and the Coordinator focus groups. An exception is that of 'business/employer': in Cycle 1 only one participant was so classified. To protect their identity, they have been included in the 'community stakeholder' type. With regard to the type 'council', this includes council employees and elected representatives (councillors and mayors).



3.0 FINDINGS FROM DATA COLLECTION CYCLE 1

Criterion 1: Effectiveness of Programme Implementation and Expansion

Criterion 1 has two associated KEQs: one being more relevant to WCPs established through the pilot (KEQ1.1), and the other being more relevant to WCPs established through the expansion (KEQ1.2). KEQ1.1 asks how effectively the programme is being implemented; and KEQ1.2 asks how effectively the expanded roll out is being delivered. These questions were initially analysed separately, but the similarities in the content and findings make it sensible to combine these KEQs in this report. The findings below are organised with the implementation and delivery journey in mind. The interim findings for KEQ1 and KEQ2 are provided first, followed by the combined evidence that supports those findings.

KEQ 1.1 How effectively is the programme being implemented?

Interim findings suggest that the programme has been effectively implemented, but the core implementation documents and processes could be improved.

KEQ 1.2 How effectively is the expanded roll out of the programme being delivered?

Interim findings suggest that the expanded roll-out is being delivered effectively, relative to the stage of implementation.

Expression of Interest

Councils who are interested in joining the WCP are required to submit their Expression of Interest to INZ. A council interviewee from the case studies who had led the development of the Expression of Interest for their council described how much they had appreciated the input and guidance of the INZ Advisor, who they described as “*a fountain of all knowledge ... we had some good conversations ... really helpful, helped shape the Expression of Interest*”.



Drivers for joining the Welcoming Communities Programme

A desire for strong connections between diverse groups has motivated councils to join the Welcoming Communities Programme

A major driver for one council to join the WCP was the council's recognition during the first COVID-19 lockdown period that their connections to their migrant community were insufficient to provide the support that many migrants needed at that time. This was described by numerous council interviewees and confirmed in the information shared by newcomer community leaders. One council interviewee told us that "COVID highlighted cracks in the community where there was no cohesion; so, when we were looking to connect with the migrant communities in the first lockdown, it was a huge amount of work".

In searching for a community development programme that would meet local needs, a council interviewee commented that the Welcoming Standard indicated that the programme offered several benefits:

Having a framework like that is useful because it allows you to tie funding projects and those things into a structure. We're a growing council [district] but we're still relatively small. ... I've been trying to push community development – 'what do we do with community, not for community' – so identifying a programme like Welcoming Communities allows us to do that as well, building capability within the community itself to respond to their own needs and wants. (Council)

A major driver for another council to join the WCP was described by council interviewees, community stakeholders, and government agencies: the district was soon to experience increased population diversity, because of the announcement that the district was to become a host location through the refugee resettlement programme. Further, growth of the migrant population was anticipated once COVID-19 restrictions were eased and lifted.

Amongst WCPs that commenced through the pilot, interviewees from one council described how well the WCP appeared to fit with their community development programme, noting that the seed funding was an incentive, and that applying to join the pilot was 'a no-brainer'. The 'no-brainer' term was used by interviewees at other councils as well, suggesting that elected representatives and staff alike considered the WCP a good fit for how they see themselves and their aspirations for their communities. The same term was used by an elected representative when they were asked if there had been any consideration of withdrawing from the programme once the seed funding ended – they respond by saying that staying in the programme was "a no-brainer": "Council has always been very happy with this programme" (Council).

Other drivers for joining the WCP included attracting skilled and talented people to the region and retaining them; and connecting existing services for newcomers through a recognised programme.



Aspirations for a more inclusive environment have motivated community groups to connect with the WCP

From the case study councils that joined as part of the expansion programme, newcomer community leaders and community stakeholders expressed hopes for future advantages through forging connections between their group with other community groups, creating a more inclusive environment. This was high on the list of potential benefits, for example: *“I really love the idea that there is a group of us who can come up with some solutions to better welcome people to our amazing community, to actually live here and thrive here”* (Newcomer Community Leader). *“[The WCP] is a very novel and beautiful initiative ... I view [the region] like a mini-Dubai There needs to be a good way of cementing all the communities together. We can't have a separated community: that would be the worst thing to happen”* (Newcomer Community Leader).

Another newcomer community leader expressed their hope that the council itself may become more diverse. Further, by role modelling inclusive practices through a council-based programme, it was hoped that businesses would adopt such practices, and it was hoped that the receiving community more generally would regard newcomers as more than just ‘workforce’: *“I want to contribute to this society”* (Newcomer Community Leader).

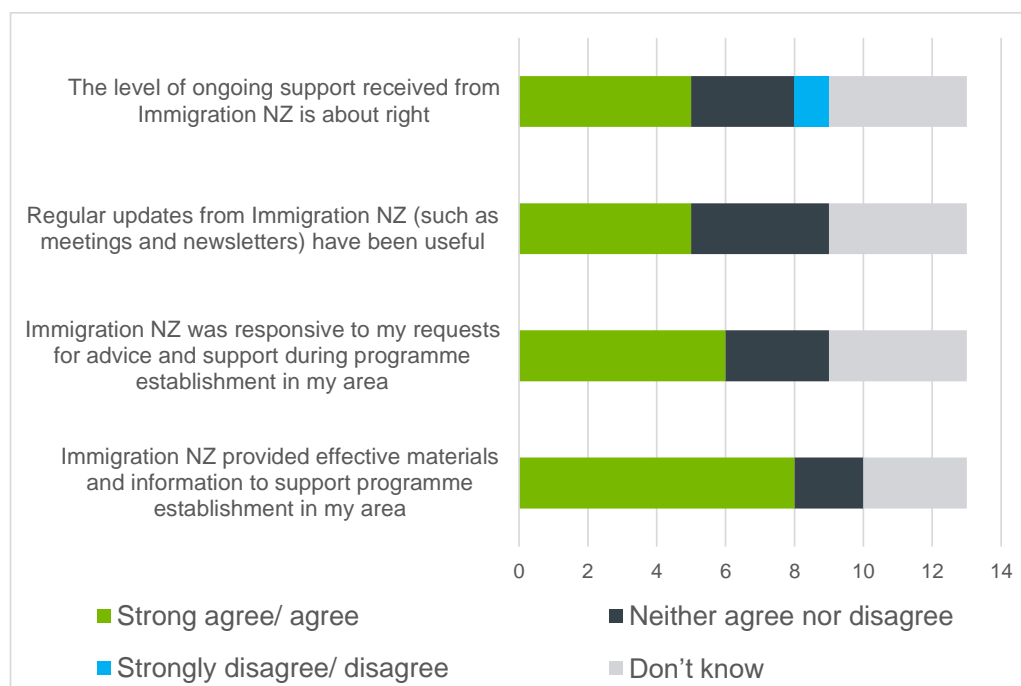
Support from Immigration New Zealand

Support from Immigration New Zealand is valued

Case study councils consider their contacts at INZ to be helpful and supportive, working actively to keep the Coordinators informed. However, some council interviewees and some national stakeholders considered that the WCP resources could benefit from updating. One council interviewee from an expansion council commented that the templates provided for the stocktake and Expression of Interest were *“pretty old – from the pilot”*. There were also comments in this regard about the WC Standard (discussed in detail below). Similarly, the resource *Putting out the Welcoming Mat* was described by councils and national stakeholders as having been useful, but in need of updating to include more recent case studies and examples from the WCPs in Aotearoa New Zealand.

Survey respondents had mixed views on the support they received from INZ. There was stronger agreement that materials and information provided by INZ to support the establishment of the programme were effective; but there were more mixed views when respondents were asked about the responsiveness of INZ in providing advice and support, the usefulness of regular updates through meetings and newsletters, and about the levels of ongoing support provided.

Figure 2: Survey results about the support received from INZ



Programme establishment support from INZ is good, but the resources could benefit from refinement

Some council interviewees and national stakeholders considered there may be benefit from refreshing some of the templates and files provided by INZ to help get new WCPs set up. For example, a council interviewee considered some resources to have been relevant to the pilot, but they could be made more useful for councils joining through the expansion by leveraging the learnings from the pilot, such as by including examples from the programmes established through the pilot. A national stakeholder commented that they felt the WC Standard was too long, and that it could be revised so that the principles were developed “*from scratch, rather than being built on principles from overseas*”.

At the time of one case study, the WC Standard was being used to guide the development of a WCP Workplan. The Workplan was expected to tie in with the council’s Community and Wellbeing Strategy, creating an alignment that would be a first step in embedding the WCP into the mahi of the council more generally. A council interviewee considered the WC Standard to have been very useful for this activity. The WC Standard was described as “*fantastic – the eight elements, the descriptions. I understand them. ... For me, they’re clear – they talk*” (Council).

Council interviewees from two councils reported that *Putting out the Welcoming Mat* is a resource that they use to spread awareness and understanding of the WCP. It “*helps to simplify and look at tangible ideas that fit with the [intended] outcomes [described in the WC Standard]*” (Council).



However, while interviewees found the two resources useful, they provided suggestions to enhance both the *Welcoming Standard* and *Putting out the Welcoming Mat*. *"I think the language needs to be more accessible. ... I don't think they have been rewritten since the start of the programme. ... It can be hard to explain the meaning, especially to people whose first language is not English"* (Council).

In terms of developing the Welcoming Plan, none of the case study councils that had joined the programme as part of the expansion had commenced this mahi, as they were still early in the implementation journey.

Council interviewees described receiving excellent one-on-one support from INZ, both at the Expression of Interest stage and early in the implementation. Present and former senior advisors from INZ were praised. For example, a former INZ employee was described as *"wonderful. ... [they] helped shape the Expression of Interest. ... A fountain of all knowledge"* (Council). Another interviewee noted *"the senior advisor from INZ is very responsive: we can call [them], and [they] immediately send us what we need"* (Council). On the other hand, some Coordinator focus group participants felt that new WCP Coordinators should not need to ask for things: INZ should know what is needed and provide these pre-emptively.

Five out of the eight survey respondents, all of which identified themselves as Local Government (council), agreed or strongly agreed that the information provided by INZ prior to joining the WCP gave them a good understanding of the programme.

One council interviewee reported that the local INZ Relationship Manager attends meetings and is proving to be *"a wonderful connection [to INZ] ... we didn't have that before [the council joined the programme]. ... [They are] is very active; [they are] 'present'"*. In contrast, in the Coordinator Focus Groups, more INZ support was called for, from INZ Relationship Managers. This suggests that the experience described above could either be an exception; or that the support provided by INZ Relationship Managers has improved between the time the focus groups were held in March and the case study in July.

The Welcoming Communities Standard may benefit from a refresh

The WC Standard is seen as a valued resource which gave something tangible to work towards, increasing council and community buy-in. Council interviewees, newcomer community leaders, and community stakeholders generally considered the intended outcomes described in the WC Standard to make sense for the communities they serve. For example, one Council interviewee said that *"it's like the whole brand is something everyone can get on board with and it's a real thing to shape the efforts"*.

Nevertheless, many interviewees from councils, community stakeholders and national stakeholders considered that the WC Standard needs to be simplified. That is, outcomes need to be less complex, described in plain English, and reduced in number. Other suggestions included:

- redesigning the WC Standard with increased mana whenua input, based on te Tiriti principles, and informed by learnings from Aotearoa New Zealand rather than overseas
- opening the outcomes to consultation with community and mana whenua



- that it should be less prescriptive
- that the WC Standard delineate between what council (as an organisation) needs to do, and what communities need to do/be/have.

It would be interesting, when we do a review, what the Standard could look like starting from scratch rather than built on the principles from overseas. I think stemming from that there would be more focus on mana whenua being involved rather than a sub-outcome and more of a main element and I think just a bit more of a 'Aotearoa flavour' would make it better, I think. (National Stakeholder)

Coordinators' hui have been helpful, but need to develop as more councils join the programme

Monthly online Coordinator meetings were described by council interviewees as a strength of the programme. A council interviewee who had contributed to the development of the Expression of Interest recalled, "it was really good having the network of other Coordinators to meet with. ... It was useful to test ideas and see what they were doing".

However, now that more councils are joining the programme, some council interviewees suggested that there may be a need to reshape the monthly hui with Coordinators. It was suggested that smaller meetings may be useful, attended by Coordinators that have a common interest. Three possibilities were suggested by council interviewees:

- WCPs in locations within proximity, such as the greater Southland region.
- WCPs in locations with contextual and/or demographic similarities (such as the type of newcomer groups residing the community - recognising that the needs of former refugee communities are different to the needs of migrants more generally).
- Meeting with other Coordinators who are at a similar stage in the implementation journey, possibly including a more experienced Coordinator operating as a mentor to newer Coordinators.

WCP Coordinators said they would appreciate more opportunities for connection across regions to share learnings about what is and is not working. It was mentioned that connection opportunities between Coordinators have been reduced since COVID-19, and that it would be good to increase these.

More exemplars, more opportunities for Coordinators to connect and share learning. It's not just about this programme, by creating connections between the Coordinators you're creating strong connections across New Zealand, to regularly connect around these topics. We have a few networks across New Zealand but nothing consistent. (Council)

More storytelling around the programme. Not replicating it but 'cross pollination' to take learnings from this programme and apply to other contexts (for example, ground up engagement approach). And the learning is the fact that you need to have that start from scratch with



people going out to communities, and having communities involved in what's being developed. (Community Stakeholder)

Advisory Groups

Advisory Groups differed across the case studies

Most member councils in the case studies have Advisory Groups (one case study council was yet to establish its Advisory Group). The size of the Advisory Groups vary in each council, with some having fewer than 10 members while other have more than 20. Advisory Groups also operate differently. In some Advisory Groups members taking longer-term leadership roles, with responsibility for specific tasks or activities: the Coordinator “*supports other members to make things happen rather than leading the action directly*”. Other Advisory Groups operate less formally, with the Coordinator being more hands-on, providing direct leadership rather than support.

In some councils, the INZ Regional Relationship Managers are part of the Advisory Group, and this was considered by council interviewees to be enormously helpful.

One council had recently set up their Advisory Group of 12 people, including an elected councillor. The Advisory Group works with the WCP Coordinator, the local INZ Relationship Manager, and a representative from the Ministry of Ethnic Communities. The Advisory Group had met just once, for an introductory meeting.

Advisory Groups have mana and influence

WCP Advisory Groups are widely considered by council, community stakeholder and newcomer community leader interviewees to be an important way that the WCP engages with the community on a regular basis. Advisory Groups were observed to be and described as forums where trust and friendship are established, paving the way for collaborative mahi through caring relationships. A community stakeholder interviewee described “*a sense of trust and honesty*” within the Advisory Group in their region. A council interviewee described Advisory Group meetings as a place where “*things get done*”, and interviewees from two councils commented on their perception that the Advisory Group has mana, noting that the group is taken seriously by elected representatives and council staff.

From an evaluative perspective, the strength of relationships within Advisory Groups is good evidence of successful implementation of the WCP. Several the councils are still new and at the early stage of implementation, having very recently formed their Advisory Group. The interviewed Advisory Group members from more established councils showed a clear understanding of the aim and purpose of the WCP.

Some interviewees referred to the amount of work performed by Advisory Group members, commenting that their commitment was evident:

I'm totally convinced with the concept and how it works. For example, yesterday was a two-hour meeting. Not all meetings are like that – sometimes I go to a two-hour meeting and want to get out – but the Advisory Group [isn't like this]. There's passion and buy in. (Council)



Coordinators

Coordinators are highly valued by their councils and communities

Newcomer community leaders, community stakeholders, and interviewees from the councils praised the work of Coordinators, including for driving WCPs to a point where they have their own momentum. Coordinators were described as approachable, supportive, personable, passionate, motivated, and engaging people who are great communicators and listeners (which was noted to be particularly important in culturally sensitive spaces). Coordinators were praised for their high visibility, their skill at gaining buy-in, their ability to connect groups and individuals (including with council), their connections to the community and their open, responsive, collaborative, and holistic approach. The experience, skills and approach of Coordinators were highly valued, including their support for diversity and their awareness of the need for people from minority groups to feel safe.

Coordinators were described as very encouraging of community group growth. They are trusted by their communities and passionate about offering their support to them. Coordinators have their feet on the ground in communities and are proactive in face-to-face engagement, often outside of regular working hours. Interviewees highlighted the importance of having these skills in the Coordinator role to maximise the benefits of the programme, particularly regarding relationship building.

It was [the Coordinator's] ability to understand the need and find the most effective place to help. (Council)

I've seen other programmes, and when you don't have that passion, it's not the same. (Newcomer Community Leader)

I think the strength of the programme really lies in who runs it. (Newcomer Community Leader)

If I could clone [the Coordinator] ... And I think that's the measure - the right people and the right skillset with the independence to make it work. (Council)

[The Coordinator] has made some pretty big gains connecting to some community leaders, and it seems to me that [they] have created some momentum between council, partner agencies and community groups. (Council)

The following word cloud demonstrates the most frequent terms used to describe the Coordinators.

Figure 3: Terms used to describe the Coordinators.



Coordinators have a heavy workload

Interviewees from councils, community stakeholder leaders, and newcomer community leaders frequently critiqued council decisions about resource allocations to the WCP. Many interviewees expressed concern about the large workload of Coordinators, especially for those with a relatively small FTE allocation, which varies considerably by programme. Amongst the five case studies, there is some variation in the number of hours allocated to Coordinators. Three were employed solely as the WCP Coordinator, working 40 hours per week, and two have other duties in addition to being the WCP Coordinator, working less than 15 hours per week in this role. There is anecdotal evidence of similar discrepancies amongst councils that were not included in the Cycle 1 case studies.

The amount of work it takes to implement the programme was often discussed, noting that much of this can fall on the Coordinator. The importance of staff wellbeing in this context was also mentioned, with occasional comments such as: “we need more [people like the Coordinator]! They must be exhausted! I’m worried because we need them” (Newcomer Community Leader).

Several community stakeholders and newcomer community leaders expressed concern at what they perceived to be the heavy workload of their WCP Coordinator. It was suggested that INZ should provide support and information to councils to assist them with decision-making around the capacity and resourcing required from the coordinator role from the onset. A realistic FTE allocation for coordinators is important, so that workload does not have negative implications for wellbeing (regarding overtime hours).

One of my biggest fears, and I raised this at a meeting, was that [Coordinator] could get burned out. Because [Coordinator] is doing two or three jobs. (Newcomer Community Leader)

Aligned with this, council interviewees described how one council had funded an external consultant to do the stocktake, due to limited Coordinator capacity and the need for neutrality on this task. This stemmed from a point of view that the Coordinator should be doing



community outreach work rather than such desk-based work, which would therefore require further resourcing.

Many council interviewees stated that the WCP requires more funding, with the preference that government funding for the initiative was ongoing rather than seed funding.

Community Consultation

Community consultation is well-embedded in the practice model of established WCPs

WCP Advisory Groups are described as a forum for ongoing community consultation, both through their composition and through the relationships that develop between members. Coordinators are generators of consultation activities with the wider community, such as planning and hosting hui. For example, in two case study councils, council interviewees described highly successful community-based hui that sought input from across the community prior to the development of local WC Plan, so that community-identified needs and priorities would be at the fore of the WC Plan.

In one council, council interviewees described how the outputs from community consultation drove the development of the WC Plan. Following frank and illuminating consultation, an attempt was made to develop the WC Plan modelling this on the eight elements of the WC Standard. However, this approach did not result in a WC Plan that reflected what the community had identified through the consultation and therefore amendments were made: amendments that simultaneously commenced the process of embedding the WCP into other council mahi.

*We reworked it, putting our community's priorities up front and then showed the connections to the INZ eight points. We need a community-led approach so that we can be enablers. Our Welcoming Plan crosses over into other [council] workspaces ... so there are some nice synergies and integration.
(Council)*

The six-monthly progress reports from Coordinators indicate that the purpose and type of engagements with relevant stakeholder groups by WCP Coordinators varies across councils. Several Coordinators reported ad hoc and informal engagements with a diverse range of individuals and organisations in their local community. A common aim for many of these engagements was to spread awareness about the WCP. Coordinators included information on more formal and structured engagements with individuals and groups. The aim of these engagements was reported as inviting people, such as newcomer community leaders and members of the receiving community, to help deliver the programme in their communities. Some Coordinators report that these latter engagements were with iwi representatives and local Māori. These engagements were also reported to contribute the adaptation of the WCP in each area.

Continual community consultation is a hallmark of WCP Coordinators

It was widely recognised, by council and non-council interviewees, that Coordinators are and need to be very well connected in their communities to 'join the dots', facilitating connections between individuals, between individuals and groups, and between groups, and continually building an understanding of the developing needs of their community. In addition to this continual consultation, council interviewees described consultation activities conducted at scale, such as to inform the development or revision of the WC Plan.

For example, when a community-wide hui was held to explore the needs and priorities of the community, people from community-based organisations and council were all surprised at the number of community organisations present and overall attendance, and the passion for involvement, as illustrated in the quotations in the figure below.

Figure 4: Things people said about the hui

"The turn-out was incredible ... the room was packed. ... It felt like everyone was really keen to get involved." (Council)

"People were very 'present': they wanted to provide feedback." (Council)

"It was super-cool ... It was cool to see what we are doing well, but everyone was also very honest about what we are not doing so well." (Newcomer Community Leader)

"Seeing all those migrant communities in one room was 'Wow!' and also 'Heck!'" (Newcomer Community Leader)

"The vibes and energy - everyone was so fired-up." (Newcomer Community Leader)

"My heart was full, looking at the people there. Coming here nine years ago, we felt very lonely." (Newcomer Community Leader)

This hui was held not long before the case study site visit, and so was fresh in the minds of many interviewees, but similar sentiments were expressed about hui hosted in other communities, including in more established programmes, where hui focused on revising the Welcoming Plan.

Stocktake needs assessments are being completed

In one council, the stocktake exercise was underway at the time of the case study. Cognisant of the amount of work required to do the stocktake, and the amount of work required to establish and build relationships between the council and the community to launch the WCP, the council contracted a consultant to conduct the stocktake. The completed stocktake was intended to inform the development of the Welcoming Plan. Developing the Welcoming Plan was expected to take a further 18 months, with the stocktake needing to progress through council processes before its release.



Council interviewees considered community consultation to be very important to developing community buy-in of the programme. Hui for community consultation were designed to provide an environment that was considered welcoming, inclusive, and supportive of frank discussion, with an elected council representative from one member council noting that hui participants “didn’t hold back” on expressing their needs and aspirations for the community.

In other councils involved in the pilot, council interviewees described similar processes for refreshing their Welcoming Plans. Neither of the two case study councils that joined through the expansion had commenced development of their Welcoming Plan.

The evaluation has found that WCP Coordinators report a variety of engagements and activities to conduct a needs assessment and adapt their Welcoming Plan to fit their local community. Several Coordinators reported engagements with both the newcomer and receiving community to gather information on the needs of both groups. These engagements, typically reported as ‘Stocktakes’, were reported by many Coordinators as helping to identify the services currently available to meet the needs of newcomers as well as identifying gaps in services. Most councils reported that their stocktake had been completed or that it was planned as a part of the programme development. Many Coordinators reported conducting community hui/community engagements to inform the development of their Welcoming Plans. These meetings were used to identify opportunities, issues, concerns and suggestions to inform the development and adaptation of their Welcoming Plans. Some examples of areas discussed and socialised include:

- increasing assistance for integration
- producing information about communities and regions
- providing timeframes for deliverables and actions within Welcoming Communities.

Partners

Some WCPs are becoming increasingly well-aligned with the mahi of their local council

An indicator of implementation effectiveness, especially for more established member councils, is the extent to which the WCP is aligned with or embedded into the work of the council. There were varying opinions about the extent to which this has been achieved.

Alignments between council mahi and the WCP were readily described by interviewees who work for the council or are elected members of the council. One council interviewee described how, when the Council Strategic Plan was reviewed, values such as ‘inclusiveness’ were added, which was “*triggered by the Welcoming Communities Programme*”. In another council, an elected representative described the WCP as a “*critical part of the Community Strategy*” and that it was as “*a joy*” to see how the work of the WCP was forging connections that “*added a string to the Council’s bow*”.

However, achieving such an alignment was described by some council interviewees as a slow process. They reported that achieving this had been an “*ongoing battle*” that remains a work



in progress, but that they were beginning to see evidence of the programme in council documents.

Even amongst newer programmes, there was a strong feeling that there is good alignment between the aims of the WCP and mahi that is already happening in the community. Interviewees expected the WCP to build on pre-established council and community-based initiatives. A council interviewee commented that they had observed “a *shift*” over recent years, whereby there is now a view and understanding about the importance of migrant settlement support, which they considered vital to the future of local government.

Pre-existing programmes are aligned with the WCP

Council interviewees from two case studies reported that there were many programmes in their community targeted at new migrants prior to the WCP being established, and that these are now aligned with the programme. A council interviewee commented that “*we were heavily involved with settlement support ... we had an International Student Programme. ... The WCP provided a way of grouping these programmes together: the initiative fits nicely with where we are and what we do.*”

The number and type of stakeholder organisations involved in the delivery of welcoming activities varies

In their six-monthly progress reports to INZ, councils reported how local and national organisations, such as NZ Police and multicultural community groups, were involved in the delivery of welcoming activities.¹⁴ A small number of councils reported the involvement of iwi and local Māori in the delivery of activities. From the review of six-monthly reports from councils to INZ, it was not clear how councils were involving other stakeholder organisations in the delivery of activities that were part of the WCP. Some councils did not provide this level of information in their reporting.

WCPs may benefit from more guidance about engaging with Māori

In all case studies, engagement with Māori, especially mana whenua, appeared to be less extensive than the ‘prominent role’ envisaged by the WC Standard.¹⁵ Varying explanations were provided by council interviewees:

- Competing viewpoints from multiple iwi groups were an obstacle to engagement.
- A history of troubled relations between the council and mana whenua made it politically and practically difficult for the WCP Coordinator to develop a relationship.

¹⁴ Activities carried out through the WCP, as per their Welcoming Plan, are aligned with at least one of the eight elements of the Welcoming Plan. These ‘Welcoming Activities’ are intended to innovatively make the community more welcoming of newcomers.

¹⁵ The WC Standard includes the following desired outcome, in respect of the Inclusive Leadership element: “as the indigenous peoples of Aotearoa New Zealand, Māori – represented by tangata whenua, mana whenua, iwi, and hapu and/or other hapori Māori – have a prominent role in Welcoming Plan activities” p16.



- A council interviewee reported that their interactions with mana whenua led them to consider that mana whenua felt that they, not the council, should spearhead the WCP; and/or that WCP should pay mana whenua for its services to combat claims of 'tokenism'.
- In some case studies, relationships between the WCP and mana whenua had been slow to resume as the community came to terms with 'living with' COVID-19.
- Mana whenua stakeholders were unavailable for evaluation interviews (or other Welcoming Communities activities) due to other priorities such as preparing for the forthcoming Matariki ceremonies but were otherwise described as being 'in partnership' with the council for the purposes of the WCP.

A survey respondent who identified as a representative of a local marae, assisted with the establishment of a WCP by attending activities and events for stakeholder organisations. This person commented that their input *"was more for the benefit of the Committee [Advisory Group?], not the refugees. As far as I can see we had no impact at all."* Comments from the respondent seem to conflate the work of the WCP with that of the refugee resettlement agency, suggesting there may be some confusion about the purpose of the intended partnership between the WCP and local iwi. As a result of their dissatisfaction with the lack of impact they felt they had, they commented: *"I have basically withdrawn from active participation in this process as the opportunity [for ongoing meaningful engagement with refugee newcomers] has been lost."*

A community stakeholder survey respondent commented, *"I'm not seeing any iwi at the table. ... Te Tiriti needs to be checked continuously against the Welcoming Communities Plan."*

Others also stressed the need for mana whenua to be central to the programme:

People come in from an iwi/Māori perspective and there's a couple of big criticisms. First, where's their say as a Treaty Partner? And where's their ability to show manaakitanga to new arrivals? That's a big step in actually connecting (Government Agency).

Several cases study participants, including national stakeholders, community stakeholders, people from government agencies, and people from councils, suggested that it may be beneficial to have cross-cultural competency training for council employees including (but not limited to) those who provide services to newcomers. This includes council staff who engage with the community at local swimming pools, libraries, and community centres. Tikanga education for newcomers was also suggested, and it was noted that these are already provided in some communities and were understood to be highly valued by newcomers.

On the other hand, council interviewees described efforts to include mana whenua in the development of their Welcoming Plan, noting that this was mana-enhancing, to the benefit and enjoyment of everyone.

The business sector appears to be less engaged than suggested through the Welcoming Standard

Engagement with the business sector was generally low amongst the case studied councils. Where it exists or has existed, it presently appears to require more work than engaging with newcomer community groups and community stakeholders. One council interviewee noted



“they just haven’t been at the table as much as I would have liked.” An interviewee who operates a business described their frustration and disappointment with the council and INZ during the COVID-19 restrictions. They explained that this negative experience had impacted on their willingness to engage with the WCP, as it is a council-run programme supported by INZ.

Welcoming Activities

The nature of activities delivered has some alignment with the stage of implementation

The ‘Welcoming Activities’ delivered through the WC programmes vary by number and type. Councils in the early stages of the WCP reported on activities that involved stakeholder engagement or activities that involved planning for the establishment and future of the programme, such as preparatory work for the development of the Welcoming Plan.

Commensurate with their stage along the implementation journey, councils in the early stages of the programme reported a lower number of completed activities. Examples of welcoming activities for councils at the early stage of the programme establishment include:

- workshops with the community to develop the Welcome Plan
- completing the early accreditation stage
- hui/meetings with local organisations and stakeholders
- planning and development of media materials such as webpages and booklets.

Established WCPs reported welcoming activities involving both the newcomer and receiving communities, such as multicultural celebrations. Established councils reported a higher number of these activities compared to those in earlier stages.

Activities and events aligned with the WCP and intended for newcomers are relevant, inclusive, and enjoyable

Case study interviewees including those from councils, newcomer community leaders and community stakeholders spoke enthusiastically and proudly about a wide range of activities that are relevant for newcomers. An example of a welcoming activity that supports migrant workers, is a council sponsored *Welcoming Communities Inclusive Business Award* as part of their regional annual Business Awards. In another community, isolation amongst rurally based migrant women was being addressed, in part, through regular coffee mornings organised through an international community group, which has representation on the local WCP Advisory Group. In the same community, newcomers are helped to learn to drive through the WCP alignment with the Rural Education Activities Programme (known as REAP Aotearoa).

An example of an innovation designed to meet identified needs among international students is the Global Ambassador Programmes. Global Ambassador Programmes have been operating in two of the case study councils. This innovative programme to provide leadership opportunities for international students was designed by a WCP to meet a need identified through the stocktake activities. The programme was later adopted by another council, where



it is funded through Education New Zealand and the Ethnic Communities Development Fund, and young ambassadors are recruited through secondary schools. A council interviewee commented on the successes enjoyed by the young ambassadors after their time in the programme: *"I'm really proud of the things they have gone on to do. ... I hope that it was a useful step forward for them to grow their confidence and relationships."*

Another example of an innovative welcoming activity organised through a newcomer community group is a monthly coffee morning attended by newcomer women of all ages and their young children. As part of the case study, the evaluators attended the monthly coffee morning, where attendees participated in the newcomers focus group activity. Over coffee and scones, the evaluators listened to the women share their experiences of isolation and meeting others and forming close bonds through this group.

Through the coffee group I have found more friends, more ladies, and I can share my feelings and things. When my baby was due, the ladies made food and looked after me, just like family. Because there was no family to help me here. They looked after me and did a baby shower. They made me very happy. (Newcomer)

Community events, especially 'at scale' annual events, both for newcomers and for receiving communities, were held up by many interviewees, from councils and government agencies, community stakeholders and newcomer community leaders as indicators of the success of the programme. Such events were sometimes running prior to the inception of the local WCP, and WCPs have varying levels of involvement in the organisation of such events. Nevertheless, the perceived success and growth of such events were widely raised as evidence that the WCP is having a positive impact in the community. Newcomer community leaders described the enjoyment their members get from showcasing their culture through festivals, and they enjoy doing this alongside other newcomer groups, suggesting an implicit recognition of similarities in experiences and their shared humanity. Having food at such events is widely considered a drawcard for the receiving community. However, several interviewees, particularly community stakeholders but also from some councils, cautioned that attendance at such events by members of the receiving community should not be conflated with developing an understanding of ethnic differences that will reduce racism.

Citizenship ceremonies and powhiri are held up as examples of the success of the programme, with one Mayor commenting that the powhiri *"was an incredibly moving day ... the way mana whenua and the immigrant communities handled it."*

Newcomers who took part in the case studies mostly considered welcoming activities to be well-organised and suited to their needs. Further, survey respondents tended to agree or strongly agree that the WCP is delivering what newcomers need to feel welcome; that it is meeting the needs of the community; and that it is connecting local programmes, services and groups.

The buy-in of the receiving community is essential, but it is not always getting the attention needed

Interviewees from councils feel that more work is needed to get the receiving community on board with the WCP. Several expressed the view that it is through the buy-in of the receiving community that racism will be reduced. Working toward this, one council interviewee described



the considerable efforts that bring about *Welcoming Week*, a national annual week of activities that are aimed at the receiving community, demonstrating to the community the benefits of having newcomers in the region. A council interviewee commented that the WCP needs to address “*how we get [the receiving community] on board*”, further noting that the WCP could be more overt in its role of directly addressing racism, because the “*appetite amongst the public [for diversity] is not universal*”. The evaluation did not engage directly with the general public, so is unable to comment on the general perceptions of this population.

Benefits of the Welcoming Communities Programme

The power of strengthening connections demonstrates the potential of the WCP

The main aspect identified as ‘working well’ in case study councils with newer programmes was the new and strengthening connections between the councils and community-based groups, and between the community-based groups themselves. Community stakeholders and newcomer community leaders talked of “putting faces to names”, and the hui, described above (see Figure 4), was a good example of this. They also talked very positively about the response of community groups to new initiatives, such as the pending arrival of the first group of refugees to the community through the refugee resettlement programme, and the provision of a Muslim burial ground. These initiatives were interpreted by interviewees as being due to, supported by, or a special focus for the newly formed WCP, and they were held up as examples of the potential of the programme.

Connections between diverse individuals (and the groups they represent) at the Advisory Group was noted as a strength of the WCP, as was the importance of having a Coordinator who is good at mobilising people and fostering enthusiasm about the programme.

Groups affiliated to the WCP describe benefits for themselves and for the communities they represent through strengthened relationships

Community stakeholder groups and newcomer community leaders commented that they feel their engagement with the WCP provides them the benefit of having ready access to decision makers. This viewpoint was recognised by councils that the WCP “*gives ‘ordinary’ people access to the council and elected members*”.

The interviews with newcomer community leaders highlighted a substantial degree of collaboration between newcomer groups, and between newcomer groups and community stakeholder organisations. These groups and organisations often become connected through participation on local WCP Advisory Groups, and/or through direct contacts with the local WCP Coordinator. These interviewees, especially the newcomer community leaders, consider the WCP to have a degree of mana, and they recognise that this is extended to their group through association. For example, when a newcomer network approached the local Chamber of Commerce to host an event for newcomers about developing an effective curriculum vitae, the network “*were taken more seriously: ‘Welcoming Communities’ had more weight to it*” (Newcomer Community Leader).



Pre-existing community-based programmes were considered to have been strengthened through their affiliation with the WCP. Some groups have benefitted from WCP Coordinator advice that has led to outcomes such as developing successful funding applications, and the ability to open a bank account as a not-for-profit community-based organisation.

Several newcomer community leaders commented on the strengthened relationship they have with NZ Police, particularly in councils where NZ Police is represented in the Advisory Group. From the point of view of these participants, this is a positive indicator of the programme working well, especially among newcomer communities where newcomers have arrived from places where there is little trust in enforcement services.

During the fieldwork, evaluators witnessed the strength of relationships across three WCPs, when they observed an Advisory Group meeting, attended a coffee morning with an international newcomer group, and observed a workshop-style meeting. Relations of genuine care and a willingness to support each other's mahi was strongly evident. The relationships forged and strengthened through the WCP can be interpreted as evidence that the programme is well implemented. As one community stakeholder told us, strengthened relationships "behind the scenes" enable better services for newcomers.

Newcomer community leaders remarked that they found the WCP supportive and helpful, seeing benefits for their community groups in being involved. This included networking and relationships, and specific initiatives as well as seminars, training, workshops, and internships.

I think what they were doing prior to COVID – seminars and training sessions, they were helping us not just to learn and have more resources, but also to share with the other organisations and make our organisations stronger. (Newcomer Community Leader)

Another Newcomer Community Leader interviewee described that the WCP in their region as:

giving us some guidance in training us how we can do things. And also, they allow us to be able to meet other communities and talk to them to see what they are doing and what they are facing. It helps us to understand that sometimes maybe we're not doing the right thing, or we're struggling a lot in an area – but others have struggled a lot too, and we can follow them in how they came out the other side. (Newcomer Community Leader)

Survey questions about the strength of relationships with other groups and organisations associated with the WCP returned more varied experiences compared to those described by case study participants. 28/65 (43.1%) people did not agree that their organisation has stronger relationships with other organisations/groups, newcomers and the council due to their involvement with the WCP, compared to 36/65 (55.4%) who agreed or strongly agreed.¹⁶ Out of the 28 people who did not agree, most identified as members of community groups or non-government agencies providing settlement services, social services or other support to

¹⁶ Noting that one survey respondent skipped this question.

newcomers. The survey data did not provide any additional narrative content that has not already been covered by the case study data.

Lessons from the pilot are mostly reflected in the expansion programmes

Lessons learned from the evaluation of the Welcoming Communities Pilot, released in November 2019, are summarised into three broad headings:

- lessons related to community engagement in the programme
- lessons related to key components of the WCP
- lessons related to council engagement in the programme.

Community engagement

The pilot evaluation advised that community groups and networks were essential to the success of the programme and that community engagement needed to be maximised. In this present evaluation, it was apparent that Coordinators in the expanded programme recognise this point and were hard at work forging and strengthening connections with and between community groups and networks.



Figure 5:
Workshop.
Used with permission.

The evaluators attended (as observers) a workshop of 15 community stakeholders from 14 diverse organisations, that are likely to be included in the WCP, possibly as Advisory Group members. Through the workshop they collaborated to ready their community for the arrival of its first refugee families. As people worked their way informally around the room, adding their ideas and information to topic posters, their engagement with each other was meaningful and respectful. The evaluators observed relationships developing through a shared sense of purpose.

In another community, not long before the case study site visit, a hui with 130 community stakeholders and newcomer community leaders considered the eight elements of the WC Standard and gave their points of view about what these might mean for the region as the WCP becomes established.

Key components of the WCP

The pilot evaluation recognised how crucial the Coordinator is to the success of the programme, and the importance of the Advisory Group to socialise the programme and make things happen. These aspects are covered in detail in this interim evaluation report in the Criterion 1 and Criterion 4 sections.



Council engagement

The pilot evaluation identified a need for ‘programme champions’ amongst councillors and the wider community; and the need for councils to take a longer-term view of the funding and resourcing needs of the WCP. In the present evaluation, interviewees in two case studies with the councils who joined the programme through the expansion included elected representatives, some of whom were Advisory Group members. These interviewees considered themselves ‘champions’ and ‘advocates’ for the WCP. Although this is helpful for the councils concerned, it is unclear if ‘advocacy’ was recognised by the council as an explicit part of their role.

Regarding the need identified in the pilot evaluation for councils to develop a longer view of the funding and resourcing needed; there are substantial differences in council investment between the programmes. Some programmes have the benefit of a full-time or near full-time Coordinator, whilst for other councils, being a WCP Coordinator is just one their council roles.

Accreditation

Accreditation is valued, but the process could be simplified

Some councils described how they use their Accreditation achievements as part of its economic development campaigns, framing their community as a superior place to invest, due to its welcoming nature. For instance, one council interviewee noted that “*achieving accreditation can be a pathway for developing connections with businesses and attracting businesses to the region*”.

While applying for Stage 1 Accreditation is straightforward, the mahi necessary to advance through Accreditation Stages 2, 3 and 4 was described as considerable, with some council interviewees regarding this as distracting from the core community-facing work of the WCP. The effort required was described as largely to do with compiling the evidence folder: “*it’s a big job, pulling it all together*” (Council). Council interviewees suggested that moving to a digital format rather than requiring hard copies would be a useful start to reducing the effort required. Another suggestion was to think creatively regarding how councils could show evidence for Accreditation, such as in the form of a video or presentation.

However, progressing through the optional Accreditation Stages (beyond Stage 1) was not viewed as a goal by some councils. Comments about capacity serve to reiterate the points above, about the size of the task and the desire to prioritise community-facing work.

It is not necessarily our goal: we just want to do what we do well. Appreciating that we only have so much capacity, I think it is more realistic to say, ‘Let’s work on this plan and try and improve what we are doing, introduce new things, maintain things such as established community events’, and maybe it [an increased level of Accreditation] will happen as a matter of course, rather than putting too much pressure on the idea. (Council)



Criterion 2 Adaptation and Innovation

KEQ 2.1 How well has the programme been adapted to the needs and context of the communities it is delivered in?

Interim findings suggest that councils are effectively able to meet the needs of their local communities.

This KEQ was addressed in case studies of councils involved in the pilot and the expansion of the programme. Our analysis was informed by comparisons made between data collected from councils involved at these two stages of the programme.

As set out in the evaluation plan, adaptation is defined by programme delivery being informed by community needs. Specifically, evidence was sought that councils have adapted programme development, the content of their Welcoming Plan and programme delivery to meet community needs, barriers and contextual factors.

Unique needs of the community are recognised

Member councils from the case studies almost all expressed a clear understanding of the unique needs of their local communities. This was true for councils that were part of the pilot and to a somewhat lesser degree for the two new member councils that joined through the expansion, as would be expected at the early stage of implementation. Councils at all stages of implementation described how needs were identified and prioritised, such as through community hui when local Welcoming Plans were being developed and/or revised. For the councils that joined through the pilot (noting that the two newer member councils either did not yet have an Advisory Group or this was very newly established) needs were also articulated to and through the Advisory Group, either in-session or ad-hoc when significant needs arose warranting urgent attention. An example of an urgent need was highlighted in one case study where newcomer community interviewees described experiencing traumatic losses through fatal accidents which, prompted swift action, initiated through the Advisory Group, to try to prevent similar accidents in the future.

We were able to work together to bring together a subcommittee to look at water safety, and to get action – because people listen to the Advisory Group. (Council)

We collaborated with the Advisory Group about what we could do. I said I was happy to approach the community leaders and ask them what their needs were [and responded appropriately]. (Community Stakeholder)

Establishing the needs of newcomers was very much in focus for the WCPs that have joined through the expansion. In one community, council and community stakeholder interviewees described the considerable effort that was being directed by the council to prepare for the forthcoming arrival of the first cohort of refugees to be settled in the area. A community-wide



workshop brainstormed the services and opportunities available to meet the perceived needs of the anticipated newcomers. The workshop was led by the new WCP coordinator and attended by the Mayor and a wide range of people from community groups.

An innovative initiative through a community group in liaison with WCP and the council's Parks and Cemeteries division was described by several interviewees as an illustration of what is possible when community interests are empowered, through WCP, to engage meaningfully with council. The initiative will allocate and develop an area of a local cemetery specifically for the Muslim community, who had previously travelled several hundred kilometres to the nearest Muslim burial ground. One interviewee noted that this issue had previously been raised with the council but had not gained momentum:

Three years ago, a plot in the cemetery was requested for Muslims to be buried according to the Islamic way. But this was put on hold: there was no one in the council to really push for it. (Newcomer Community Leader)

However, the newly formed local WCP was instrumental in gaining council buy-in for this innovation, which responds to a spiritually significant community need. For interviewees, this demonstrates the influence and goodwill that the WCP has mustered in its short time:

We need to know what they need, and I'm hoping this [the WCP] will be an effective link to engage those communities. ... Nothing is more personal than how people, and their cultural practices, engage with and express an end-of-life process. (Council)

In several case studies, councils and community stakeholder interviewees mentioned some newcomer groups that have limited English, recognising a need for the translation of WCP materials and other council materials. In this regard, a council interviewee reported that materials of the [then] forthcoming local body elections would be translated in 15 languages, as part of the council's effort to address newcomer needs for 'own language' materials and encourage civic participation.

In other councils the varying needs of different migrant workforces were recognised, as some anticipated increasing numbers of migrant workers with the eventual relaxation of COVID-19 restrictions. For example, community stakeholders, council, newcomers, and newcomer community leader interviewees from one community described high numbers of migrants employed in the farming and dairying industries. Meanwhile, two councils experience a seasonal influx of recognised seasonal employees, who have specific needs that are well understood in those communities. Through this understanding about the nature of the newcomer groups within their region, councils are demonstrating that they work with their local communities to establish relationships that help them to understand the needs that exist within their communities.

Adaptation is informed by local needs

WCP Coordinators are engaging with their communities to build relationships and identify how they can effectively adapt programme delivery to best suit their communities. Coordinators discussed how traditional engagement methods, such as surveys, are ineffective in this context. Rather, many Coordinators highlighted the importance of people involved with the programme developing and maintaining relationships with individuals and groups of the



newcomer community: *“migrant communities need to tell the programme what they need”* (Council).

Through the above engagements and relationships, councils and Advisory Groups are driving the adaptation of the WCP. Coordinators identify community leaders amongst newcomer communities to be involved with the Advisory Groups for the programme. For areas with a strong presence of international students or former refugees, councils actively ensure their programme reflects the specific needs of those groups. For example, two of the case study councils sponsor programmes that provide international students with leadership opportunities. In one council, as part of the stocktake, council staff *“talked to lots of international students [and] there was a gap in terms of leadership opportunities for international students”*. As such, the adaption of the WCP has been informed by the needs that exist within local communities and is also informed by local context.

Adaptations sometimes push against programme boundaries

Councils have demonstrated evidence of adapting the development and delivery of the WCP. Some case study councils felt that they had to push back against MBIE/INZ around the perceived standardised/prescriptive nature of the WCP. In each of the instances described, interviewees said that INZ accepted the reasoning of the council and supported the desired adaptations, and national stakeholders supported this viewpoint: *“I can’t think of any ideas we’ve said ‘No’ to as part of Welcoming Communities.”* Nevertheless, a sense of frustration was evident in the comments of some interviewees, as illustrated in the quotes that follow.

We are asked to do things in a certain way, but is it actually to meet some report or thing in Wellington, when actually what they need to realise is they are burning up a lot of resources that could actually be going into the work on the ground - making a real difference - we don't see the benefit in that, there might be one, but we don't know what it is. (Council)

There’s been times when we’ve pushed back against MBIE/INZ where it doesn’t work for us. For example, we were asked to change/do it in a different way – went back to the leadership, said humbly that changing it that way doesn’t meet our community-centred aspirations. (Council)

Councils noted the importance of having the programme localised to their area and how this was reflected in the unique needs of their local communities and programme stakeholders.

We appreciate that while there is a general scaffolding, it’s been put in different places, that there’s been willingness to be a little bit flexible and a little bit agile to account for our own communities and knowing what’s important to them. (Council)



KEQ 2.2 To what extent is innovative practice part of the programme implementation?

Interim findings suggest that innovative practice is supported as part of programme implementation.

This question was addressed in case studies with councils involved in the pilot and the expansion of the programme. The analysis was informed by comparisons made between data collected from councils involved at these two stages of the programme.

For the WCP, 'innovation' has been defined as "*new and novel [initiatives] that have worked before [in a WCP] and been shared with others [WCPs]*" (National Stakeholder). As set out in the evaluation plan, the presence of innovative practice in the delivery of the WCP was explored. Specifically, evidence was sought that councils are supported by INZ to develop, test and implement innovation in programme delivery. Secondly, evidence was sought that innovative ideas from stakeholder groups (newcomers, mana whenua, businesses and local residents) were encouraged and that innovative practices contribute to the achievement of programme outcomes and impacts.

INZ supports participating councils to connect and collaborate

During the pilot, regular meetings were hosted in Wellington for WCP Coordinators. Council interviewees from the pilot spoke positively of INZ's facilitation of these meetings, commenting that the hui had enabled knowledge sharing that enabled innovation in programme delivery. Coordinators who had the opportunity to attend these hui spoke highly of them and saw them as a great opportunity to see how other participating councils were attempting innovation. Such hui would be useful especially for newer Coordinators to get ideas and make connections with other member councils. However, these in-person meetings were moved online because of COVID-19 restrictions. During the case study WCP Coordinators were unsure about the future of these meetings.¹⁷ They hoped that INZ would consider how best to provide such opportunities going forward.

There are other forums for the sharing of information and collaboration between councils. National stakeholder interviewees spoke of individual relationships forming between Coordinators that involved information sharing. Coordinators connect to staff at INZ and to other Coordinators through the online service Microsoft Teams and share success stories about the WCP in their areas. INZ and councils also share highlights and stories about WCP with the media. Examples include:

- councils publishing information or resources related to the WCP
- local stakeholders sharing stories about WCP

¹⁷ The first post COVID-19 restrictions meeting took place in late November 2022, in Auckland.



- local and media outlets publishing stories about successful WCP events and activities.

INZ supports participating councils to develop, test and implement innovative practice

Some case study participants and national stakeholders felt that innovative practices were strongly encouraged and supported by INZ. National stakeholders stated that innovation is encouraged by limiting restrictions around delivery of the WCP, with a national stakeholder commenting that they couldn't "*think that any ideas that we have said 'no' to.*" A community stakeholder commented that "*ideas are very welcome and explored. There's not usually an automatic dismissal or 'no that doesn't fit'. There's certainly opportunity.*" These views contrast with those expressed by others, reported above, suggesting that people may have interpreted events differently. That is, where one person considers boundaries to have been in place, another has considered there to be flexibility within the guidance provided by INZ.

Some positive examples of innovative practice described by interviewees are listed below:

- A regular article published in the local newspaper that includes recipes for traditional dishes and the stories behind them from local newcomers.
- The inclusion of a multicultural float in the annual Santa Parade.
- A school holiday activity, where families with young children are given a mock passport to take around the city to learn more about its multinational past and present.
- A collaboration with the local Chamber of Commerce, where young people are given the opportunity to develop leadership skills.

Council interviewees also shared their experiences about attempted innovative practice, in the context of the WCP, where the outcomes were not as expected.

We did a programme where we had recognised in refugee resettlement that people were struggling to get cell phones. We set up a programme with Red Cross and the Library to get donated phones and then pass them on. No one donated their phone, and it ended (Council).

Council and community stakeholder interviewees described how they felt supported to trial innovation and saw benefits in the learning experiences from less successful activities.



Criterion 3 Reach

KEQ 3.1 To what extent is the programme reaching its intended participants/target groups?

Interim findings suggest that the WCP is reaching members of its target groups, but there may be 'hidden' pockets of newcomers who are missing out; and there is more work to be done reaching the receiving community.

The reach of the WCP includes three newcomer groups: former refugees, migrants, and international students; and the receiving community. The expected long-term benefit is for the local community to be experienced by all as a welcoming place. The councils that were case studied place most of their efforts on engaging with the newcomer groups, noting that the newcomer demographic in each community can vary. However, to make the community more welcoming, it is also necessary to reach and engage with the receiving community, including the business sector: both are identified in the Welcoming Standard as having a role in making places more welcoming.

Case study participants were asked about the approach and style of WCP Coordinators in rolling out the WCP in their community, including groups reached, communication approach, and communication methods. For the analysis, responses from council-based participants were compared with responses from non-council participants.

The WCP has wide reach, engagement, and representation

In general, council, community stakeholder, newcomer, and newcomer community leader interviewees saw the wide engagement and diverse representation of the WCP as a strength. The programme was said to take a whole of community approach, with great community inclusion, representation, and participation. Interviewees commented that events and initiatives stemming from the WCP can bridge contact with newcomer communities and help local people see value added through strengthening the social fabric and diversity. The grassroots approach to reaching communities was seen as both critical and a strength. A council interviewee listed points that, for them, demonstrated the strength of the WCP:

Strong council support; embedded in council strategy; strong community representation and participation; diversity at the Advisory Group that is well-connected to the sector; and the right people in the room to bring about change (Council).

Advisory Groups are an important way of reaching groups and maintaining connections

Four councils in the case studies have established Advisory Groups, with representatives that include international and/or ethnically based migrant groups, and also faith-based groups.



Refugee needs are brought before some Advisory Groups through Red Cross. For example, Advisory Groups may include a representative from Red Cross, which delivers the refugee resettlement programme during the first two years of settlement. A leader of the Refugee Resettlement Network, which provides former refugees with support and services beyond the two-years of support provided by Red Cross, also sits on an Advisory Group.

In some communities there is youth representation on the Advisory Group, for example through the Global Ambassadors. Engagement with international students has been achieved by some WCPs through student leadership programmes and Youth Councils. At the time of the case studies, councils are keen to get these programmes back into action once COVID-19 restrictions come to an end, when it was hoped that international students would once again come to the region.

Word-of-mouth is very important for communicating about the WCP

Council, community stakeholder, newcomer, and newcomer community leader interviewees felt that word-of-mouth communication and in-person connection is important to reaching the target newcomer groups, especially in situations where English is limited. They agree, also, that the skills and networks forged and maintained by the Coordinators are crucial in this regard. Newcomers described how their local WCP Coordinator made time to meet with people in their homes, at cafes, in their workplaces, to greet them, to find out about their settlement experience, to listen, to invite participation, and to put them in touch with people and organisations that can help them.

Other forms of communication described were online services such as websites, private Facebook groups, WhatsApp, Viber, texting and email groups. Traditional forms of media such as newspapers (especially local publications), local radio stations, mailouts, newsletters and posters were also used. At a council level, the communications described included Mayoral promotions, Communication Plans, Welcoming Packs, a booklet profiling newcomer groups connected to the WCP, including contact details; library displays, and displays in the council foyer. Interviewees had ideas about other places to distribute WCP materials, such as airports, Plunket rooms, educational facilities, and anywhere that young families were likely to visit.

Large-scale festivals reach a range of people, but may not be impacting behaviour and attitudes

Festivals are widely considered to contribute to community reach. Many examples of these were described, including annual large-scale events, regional events,¹⁸ events focusing on food, multicultural performances accompanied by food, and cultural festivals attracting visitors from beyond the community. However, there are some concerns that such events are neither supporting newcomers to integrate into the community, nor influencing the receiving community to be more inclusive in their everyday lives. For instance, one community stakeholder reflected that *“in a festival situation, you’re not actually getting that ‘education’*:

¹⁸ Many events formerly held annually had not been held since 2019, due to COVID-19 restrictions.



you're just getting the 'show-pony' side. So, I don't know if it's changed attitudes". Another comment, from a survey respondent, shows a similar concern:

Small investment in opportunities for social connection and celebration of cultural diversity will not address the fundamental issues that migrants and former refugees face. (Survey respondent, NGO)

However, many newcomer community leaders described the enjoyment their members experience through such festivals, and it seems likely that there are ways and means of building on the festival event to provide greater opportunities for learning and cross-cultural engagement.

It can be hard to reach 'hidden' newcomers

Newcomers who are not within the existing network that connects to the WCP may be missing out. One WCP has run events specifically to attract such newcomers, including an expo, sports tournament, and an Information Hub, but these have not been as successful as hoped, despite good promotion and giveaways. This experience was summed up by a newcomer in another region who noted that *"the big hurdle was finding out about it [the WCP] in the first place"* (Newcomer Community Leader).

Attempting to address this hurdle, council interviewees and newcomer community leaders described plans to distribute WCP materials such as 'Welcome Packs' through places such as preschools and schools, libraries, the Citizens Advice Bureau, and NGOs, as well as through ethnic communities and other community spaces and places that have a general or receiving community focus.

Slightly over half of the survey respondents (37/65) considered that community awareness of the programme was not good.

Receiving communities need to be more engaged with the WCP to increase social inclusion and reduce racism

Council, community stakeholder, newcomer, and newcomer community leader interviewees commented that more work is needed to bring the receiving communities on board, including local employers. This point was made in relation to WCPs at all stages of implementation, but it was prompted by different situations in different case studies. Examples included public back-lash against the pending arrival of the first cohort of refugees, described by council, community stakeholder, newcomer, and newcomer community leader interviewees; and experiences of racism described by council, community stakeholder, newcomer, and newcomer community leader interviewees in two regions. Council interviewees from all case studies commented that their receiving communities might not be as engaged as anticipated through the WC Standard. One approach to overcoming this was to increase engagement and awareness using community-based services and employers as distribution points for Welcoming Packs, and by encouraging third parties to include the Welcoming Communities banner and logo on their materials, such as when advertising events and activities.



The *Welcoming Week* initiative is a national annual campaign that targets the receiving community. Just one Coordinator spoke of this, describing it as an intentional means of engaging with and influencing the receiving community:

[The target audience of our Welcoming Week] is not really for newcomers [directly]: it's for [the wider community] people who don't work in this space: like 'preaching to the unconverted': telling people why they should be intentionally inclusive; telling people about who lives in their community. ... In terms of communicating about the reasons for the programme, such as anti-racism, changing hearts and minds, we put a lot of effort into Welcoming Week (Council).

Efforts are being made to increase business sector engagement

Some councils consider that businesses could benefit from greater connection to the programme, and especially those that are owned by newcomers. They have attempted to make a step in this direction by including a business representative in their Advisory Group. A desire for a closer connection to council, in the hope that this will result in better information-sharing, is driving their participation. The Advisory Group in one council from the case study included a business representative. They were invited to be part of the Advisory Group because of their well-developed induction process for newcomer employees.

Word-of-mouth communications have been useful for engaging with employers and prospective employers. For example, in a community where many migrants live on farms, it is important that the employing farmer knows about and can help migrant families to connect with the WCP.

Although the banking and finance sector is beyond the scope of the WCP, banks received some critique from newcomers. There are language barriers and differences in bureaucratic requirements that can leave newcomers feeling that they are being subjected to discrimination and that they are not trusted. WCPs may be able to assist newcomers by connecting them with services that can help them to make effective use of the banking sector.

Also see Criterion 1 *Partners*.

Further work was suggested to enable greater reach and outreach, buy-in, and representation

Council, community stakeholder, newcomer, and newcomer community leader interviewees identified a need to gain more support and buy-in from the receiving community; to increase thought as to how to influence the broader community and get them on board; to spread awareness about the programme/things that are going on; and to retain engagement with the receiving community. It was suggested that this could be done through greater investment in marketing and community outreach and by increasing the capacity of staff.

The need to re-connect people, decrease isolation, regain momentum and get the community advocating for the WCP after COVID-19 restrictions were lifted was highlighted through case study interviews, especially by council interviewees. Further, resuming initiatives such as welcoming sessions and workshops were considered to be important to help regain the



momentum of the WCP. One council interviewee suggested that the Welcoming Plan needs to be re-considered in a post-lockdown context, that is, given the impact of separation on families due to COVID-19. Another council interviewee considered that one of the impacts of COVID-19 was increased racism, and suggested that the WCP can help re-connect the community:

[I] can't underestimate how much COVID-19 has impacted. [...] But we've got to get our own community back into being a community. We have people still isolated/locked down, who don't feel safe to come out. I think Welcoming Communities can get them back, for our existing communities. (Council)

The importance of reaching newcomers soon after their arrival was stressed by council interviewees and community stakeholders. They emphasised the need to prevent people from feeling isolated; to assist them to find meaningful employment, including improving their English, and to connect newcomers to local community leaders and groups. The challenge of how to identify newcomers when they arrive was noted, and people suggested that information packs for migrant families should be available in multiple places throughout the community including schools and other services used by young families, as well as places of worship, community centres and the Citizens Advice Bureau.



Criterion 4 Outcomes

Desired outcomes are well-aligned with WCP aims

In addition to and prior to the KEQs discussed below, interviewees were asked about their desired outcomes for the programme. Major themes were connection, an improved experience for newcomers, and increased understanding of diverse cultures. Community stakeholders commented that the WCP should enable people to readily form connections with others from their own culture, and with groups from different cultures. By feeling more supported and connected, newcomers may settle and stay, rather than move to other places. Council interviewees and community stakeholders commented that cross-cultural understanding and the celebration of cultural diversity was a way for everyone, including newcomers, the receiving community, and the business sector, to make communities more inclusive and therefore stronger.

KEQ 4.1 To what extent have the overarching outcomes of the Welcoming Communities Standard been achieved?

Interim findings suggest there has been progress in achieving these outcomes, with the extent of progress being aligned to the maturity of the programme.

A summary finding is provided for each intended outcomes of the eight elements of the Welcoming Communities Standard, with examples that illustrate areas that could be strengthened.

1. Inclusive Leadership

Intended 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.*

Advisory Groups are working well, but could be enhanced through greater involvement of mana whenua

Case study interviewees mostly felt this outcome to be advancing well, through effective leadership of and by the Advisory Group.

The Advisory Group has been put together really well: it's a lovely broad spectrum; all those reps are there. (Newcomer Community Leader)

They are providing a platform for people to connect, through the highly visible Coordinator, connecting people. (Council)



Inclusive leadership is what the Advisory Group is all about. Diversity in representatives, including iwi, youth, council representatives, government departments and so forth. (Newcomer Community Leader)

From the survey, 44/65 (67.7%) respondents agreed or strongly agreed that councils are providing strong leadership for the WCP; and 48/65 (73.8%) agreed or strongly agreed that the councils are working well with other organisations to deliver the WCP.

However, there was frequent comment that tangata whenua may be less engaged than is implied through the 'desired outcome' statement in the WC Standard. In some communities, interviewees described insufficient engagement, contested understandings and aspirations over roles, tensions between council and iwi, and tension between rūnanga:

Tangata whenua were consulted at the start, offering a seat [at the Advisory Group], but don't want to be engaged in an on-going basis: seldom come to the Advisory Group, but they did get a mention in the Plan, and they lead the Welcoming Session [powhiri]. (Council)

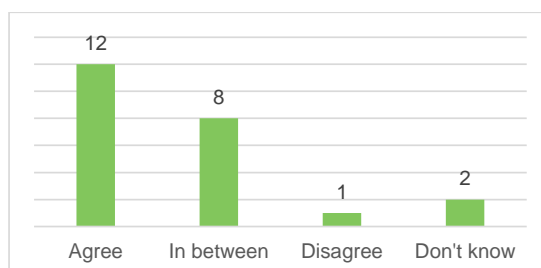
There is never enough engagement with the rūnanga, which need to be addressed ... there is a lack of trust in the relationship between iwi and council. (Community Stakeholder)

There is an issue with resourcing around the role that iwi wants to play: ... iwi wants to have a larger role, delivering the programme. (Council)

Newcomers mostly agree that there is inclusive leadership

From the case study activity with newcomers, most agreed that council, Māori, and community leaders were working together to make their community a welcoming place. Powhiri were an example that illustrated inclusive leadership to newcomers.

Figure 6: Newcomers from Gore (n=10) and Palmerston North (n=13) were asked if they felt their local council, local Māori (tangata whenua) and community leaders work together to make their community a welcoming place.



2. Welcoming Communications

Intended 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.



The importance of word-of-mouth communication has been discussed (see KEQ 3.1), and the WCPs describe using a wide range of media to communicate with the receiving community, such as local radio and community newspapers (such as *Mountain Scene* and *Horowhenua Chronical*). Interviewees emphasised that there is a need to communicate through a wide range of communication modes, mainly because of language barriers.

English language is a communication barrier for many

A lack of local translation services has hindered some Coordinators who seek to provide multi-lingual information. To address this issue, one Coordinator advised that their council was in the process of joining MBIE's Language Assistance programme. But this is not a problem unique to the WCP: a council communications officer advised that their council struggles to communicate effectively with many of its audiences, despite any language barrier. For councils, the costs and logistical difficulties of having multi-language websites has meant it has not been viable to provide such a service.

The other side of this outcome is for newcomers to feel 'listened to', and once again, interviewees commented that this can be especially difficult where there is a language barrier. However, the representation of newcomer community groups in Advisory Groups has gone some way to addressing this issue.

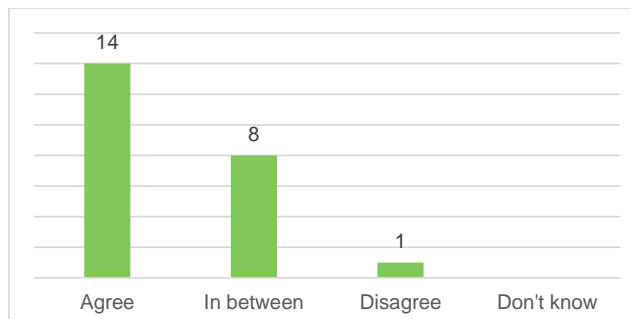
Welcome Packs were considered an important means of providing welcoming communications

In councils where Welcoming Packs were under development, consideration was being given to how to keep them up to date, relevant and how and where to distribute them, so that no newcomer was overlooked. One case study council has produced a booklet that gives a profile of newcomer groups, including Māori and Pacifica. This resource, which is available online as well as in hard copy, showcases the cultural diversity of the community, with snap-shot information introducing roughly 25 ethnic and faith-based community groups in the region. This resource was very well received by community groups who were delighted to be included in the booklet and saw this as a good way to reach other people from their communities and to foster inter-group connections and collaborations.



Newcomers mostly agree that communications are welcoming

Figure 7: Newcomers from Gore (n=10) and Palmerston North (n=13) were asked if communications about activities are easy to understand and helped them to feel included in their community.



3. Equitable Access

Intended Outcome: Opportunities to access services and activities and to participate in the community are available to all, including newcomers.

Improved equitable access was described

Several positive examples were given as evidence of increasingly equitable access, such as the introduction of Multicultural Council Community Connectors and Community Navigators, who help families settle; the introduction of First Language classes, so that the children of newcomers can learn their parent's language; driving lessons, which result in greatly reduced isolation; and other initiatives that generally help newcomers feel that they are part of the community.

In a community where the first cohort of refugees were soon to arrive, an interviewee described inequity as the result of disempowerment due to differences in the education, length of time in place, community leadership, untreated trauma, low self-confidence, and lack of knowledge of 'who to ask'. Their concerns for addressing inequity through the WCP were summed up:

For those who are empowered, it is easier to navigate the system; for those who are struggling, no. They face many barriers and feel disempowered. How is the WCP going to address this disempowerment amongst these communities? (Government Agency)

A Mayor commented that inequitable access to services and support is an issue for MSD and central government: it is not the job of the council and WCP to address such issues. Further to this, several examples were described by interviewees, especially newcomers, to illustrate their experience of inequitable access to services. Notably, the examples identified are broad issues, including challenges in accessing primary health care, mental health services and income support, and are beyond the scope of the WCP. Systemic barriers to health care and income support negatively impact newcomers' experience of living in Aotearoa New Zealand, making them feel unwelcome. WCPs may be able to help reduce this impact through

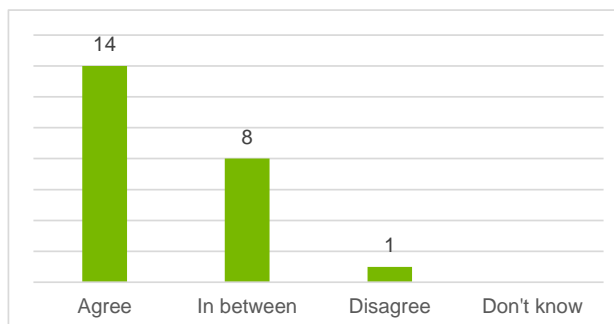


awareness and the development of networks and navigation pathways that help ensure newcomers are receiving any entitlements they are due.

Newcomers had mixed experiences of equity

Newcomers in the case studies mostly agreed that they had easy access to services, but this was not universal.

Figure 8: Newcomers from Gore (n=10) and Palmerston North (n=13) were asked if they have easy access to the services that they need, and they feel welcome to take part in any community activity that they choose.



4. Connected and Inclusive Communities

Intended 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.

WCPs are making their communities more connected and inclusive, but there is still work to be done

People from all case studies gave examples of how the WCP is making their community more welcoming. One example illustrates many comments:

Although we are different, we feel safe and accepted. We have [people] here who have never been treated badly. Even wearing cultural dress, [there is] no issue. I think people are accepting here. I am happy to be living [here].
(Newcomer Community Leader)

Nevertheless, interviewees highlighted instances of low connection and poor inclusion, including some that are directly opposite to the above experience:

[At a workshop with 50-60 newcomers] we heard experiences about newcomers in the area and their struggles. ... we found out about different treatment in jobs in the region. (Community Stakeholder)



*There is a level of bias out there. If they see someone walking around in hijab.... I remember watching three females walking down the street and seeing people visibly cross to the other side of the road to avoid them.
(Community Stakeholder)*

Other examples (included below), suggest there is still work to be done to make communities connected and inclusive:

- In two case studies, newcomers described instances of being treated differently to other employees, especially in relation to promotion at work. Workplace bullying of newcomers by their employers was also described, and it was commented that newcomers are sometimes unaware that such behaviour is not tolerated in Aotearoa New Zealand, and that support should be available to them.
- In some places, people referred to a 'small-town mentality', where people within receiving communities have formed cliques with (often) life-long friends and are not open to newcomers. This makes it hard for newcomers to form deeper connections with people within the receiving community.
- Some migrants in one council appear reluctant to connect with people who are not from their homeland. This was considered by council interviewees to be due to language differences and was especially evident amongst older migrants who had arrived in Aotearoa New Zealand as refugees quite some time ago. However, in another council a participant described their observation that, within schools, international students tend to cluster rather than integrate with the wider student population.

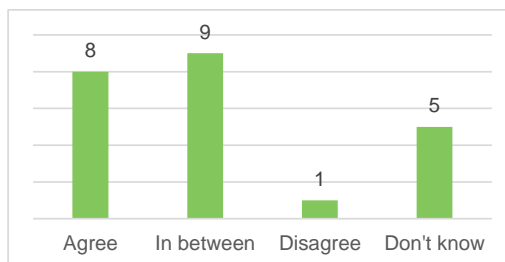
Newcomers have mixed experiences of their community as connected and inclusive

Amongst newcomers who participated in the case studies, there was less agreement on this point. Notably, the five people who selected 'don't know' advised that they felt they could not always trust in what they had been told by Government and non-government organisations. Their experience of loss of trust meant they felt unsure that there was mutual trust between themselves and the community.

Newcomers described situations in which they felt 'talked down to', such as when making inquiries about enrolling for swimming lessons at a community swimming pool; another changed their GP after repeated intimidation by the receptionist; and two newcomers described experiences of racism when interacting with banks.



Figure 9: Newcomers from Gore (n=10) and Palmerston North (n=13) were asked if they feel their community accepts and respects their identity and there is mutual trust.



5. Economic Development

Intended Outcome: Communities maximise 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.

A complex interplay limits the possibilities for many newcomers to maximise their contribution to economic development

While there is general agreement that newcomers contribute to the local economy, there is also concern that many newcomers cannot use qualifications attained from their homelands in Aotearoa New Zealand. Thus, highly skilled people can be employed in low-skilled work.¹⁹ Community stakeholders, councils, newcomer community leaders, and newcomers all stated that difficulties with English language can also play a part in this. To this end, a newcomer community leader described a programme organised by Rotary in conjunction with Victoria University of Wellington and MSD. The programme provided newcomer professionals with English language experience and job interview skills. This idea was replicated elsewhere, and the newcomer community leader hoped that it will be a regular event, and perhaps an innovation in which their WCP might become involved.

Another barrier is the need for a driver licence, which can limit the types of jobs people can apply for. A newcomer described how they were a qualified digger operator in their home country but cannot do equivalent work in Aotearoa New Zealand without a local driver licence, which they considered requires competence in the English language.

WCPs have, directly and indirectly, worked with local Chambers of Commerce and other similar organisations to host job-seeker events, and a council has sponsored the *Welcoming Communities Inclusive Business Award* as part of their regional annual Business Awards.

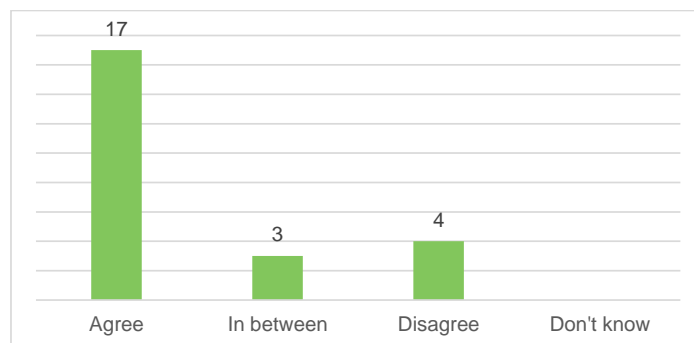
¹⁹ INZ has advised that recent changes in the immigration policy mean that new migrants are usually in roles that match the skills they bring.



Newcomers generally consider they can contribute economically to their communities

Despite these comments, most of the newcomers we met with considered that they were able to fully contribute to the economic life of their community.

Figure 10: Newcomers from Gore (n=11) and Palmerston North (n=13) were asked if they felt able to fully contribute to the economic life of their region.



6. Civic Engagement

Intended Outcome: Newcomers feel welcome to fully participate in the community. Newcomers are active in all forms of civic participation.

Intentional activities are underway to promote civic participation

With local body elections on the horizon at the time of the case studies, interviewees from several councils described efforts to assist newcomers to understand and participate in the election process and learning how to cast a vote, through translated materials.

Because some of our refugees have never had a chance to have a say in their local government system, having a voice is really important for them and they really do want to have a voice in that engagement process.... We see this as a part of good integration that they feel that they take ownership of being a Kiwi, they think 'I am a Kiwi now and I can actually have a say in what I want to see for the country'. (Community Stakeholder)

We do 15 languages for our election materials. That has been really well received. (Council)

In several case studies, participants proudly described the current make-up of employees in their council, noting the number of migrants and former refugees.

An elected councillor in a region where the WCP is well-established described their experience of people from different ethnic backgrounds contributing the council's Long-Term Plan, to good effect:



For the first time ever, we had groups from different ethnic backgrounds come to submit to council on the Long-Term Plan. We had a Chinese community come in, Brazilian, Pasifika. I can't remember this ever happening in the past – they just didn't engage. To me that was a good sign that communities are feeling braver. They were clear that their kids were suffering in schools and being discriminated against. Contributed to Welcoming Schools Coordinator being established. That's a recent positive, it wasn't happening at the start. (Council)

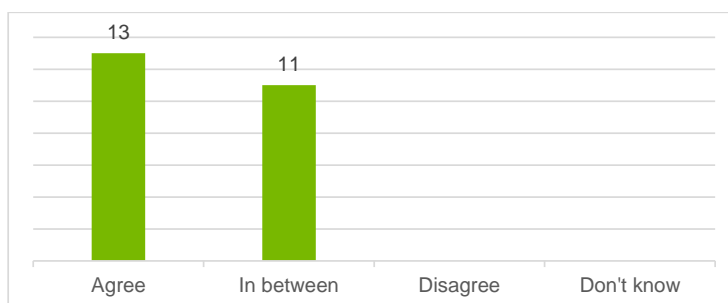
Civic engagement was evident in one community when the WCP hosted a community consultation hui in the weeks prior to the case study. As described above, hui attendees who also participated in the case study were delighted at the level of engagement from a very broad range of people from across the region. Reflecting on the hui and the impact the newly formed WCP was having for civic engagement, one newcomer community leader said the WCP is “pushing the council to work harder. Now we have access to give feedback more directly to council”.

A forum of ethnic communities, “that would not have happened if Welcoming Communities was not there” (Newcomer Community Leader), was established to meet with the WCP Coordinator or multicultural organisations. The forum members were invited via WCP representatives to be part of a consultation about the city development. In that same community, the WCP arranged a workshop which aimed to demystify how council makes decisions about funding. From the point of view of the participant, this generated a lot of interest and resulted in conversations about resource consenting, events, and dog management, because people felt they had access to a knowledgeable person that they could trust. Similarly, interviewees from another council described how, prior to COVID restrictions, there had been an annual *Meet and Greet* with the Mayor, giving newcomers an opportunity to ask questions of the Mayor about council processes.

Newcomers feel at least somewhat able to contribute to community life

Newcomers generally seemed positive about this outcome, with no one disagreeing, but roughly half did not fully agree.

Figure 11: Newcomers from Gore (n=11) and Palmerston North (n=13) were asked if they felt welcome to contribute to all forms of community life in their region.



7. Welcoming Public Spaces

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

Public spaces are mostly places where newcomers feel welcome, but negative interactions with council service staff at public spaces have occurred

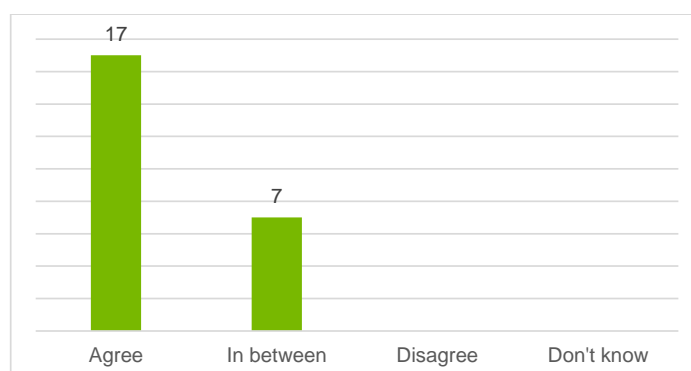
Case studies highlighted numerous initiatives that have aimed to positively reinforce inclusivity. Examples included initiatives such as displays in libraries and walk-ways in public spaces, some of which were intended as temporary features and have become permanent.

However, these positive initiatives contrast with unpleasant experiences described by some newcomer community leaders of individuals and family groups when using public places, such as parks and at a public swimming pool – an experience through which service staff demonstrated low cultural competency, resulted in a newcomer being offended and feeling belittled.

Most newcomers felt confident to use public places

Nevertheless, there was high agreement amongst newcomers that they felt confident in using public places and spaces within their community.

Figure 12: Newcomers from Gore (n=11) and Palmerston North (n=13) were asked if they felt confident in using the public places and spaces within their community.



8. Culture and Identity

Intended 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 other members of the community. There are opportunities to learn about each other's cultures.

There are many examples of events that demonstrate cultural richness and contribute to the sense of pride of newcomers

Case study interviewees described large-scale and small-scale cultural experiences, often centred around food, as examples of shared pride in being part of a culturally rich and vibrant



community. Attendance at such events was described by most participants as being a reasonably even mix of newcomers and receiving community, but some were more dubious:

I don't know that the average local person attends ... most people that attend are new migrants. We see people from lots of other cultures, but I'm not so likely to see my neighbour. (Newcomer Community Leader)

One council has a diverse events calendar, with events described as “colourful, fun, active, family celebrations. People can connect over those things – family fun, food, performances” (Council).

People in councils that have joined through the expansion anticipate a similar calendar of events as their local WCP develops, and a multi-cultural event was being planned at the time of one case study. For example, a Diwali celebration that started several years ago as a potluck dinner at someone's home has out-grown two larger venues with 200 people attending, before moving to a venue that catered for 1,500 attendees. Discussing that growth, a council interviewee commented:

The event started small and has grown significantly because they have the support and feel comfortable and reinforced [which] gives them the confidence to be proud of who they are and to celebrate that. (Council)

A WCP is credited as being a significant change agent in this respect:

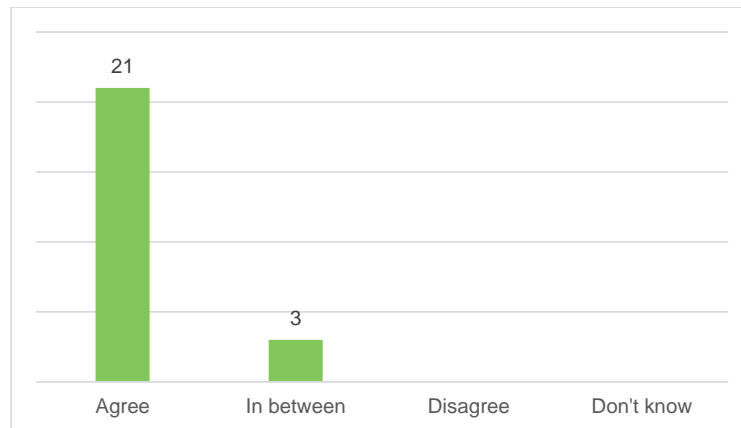
Significant change there - recognising vibrancy and diversity, respecting the differences and applauding the benefits. There was Indian cultural day in [place] and there were over 2000 people there. People were on the streets welcoming people. I think there's been a significant change in [place] and [place]. (Council)

Newcomers enjoy sharing their culture with others

Newcomers generally agreed that they can share their culture with others and have others share their culture in return, with only three people not in full agreement.



Figure 13: Newcomers from Gore (n=11) and Palmerston North (n=13) were asked if they were able to proudly share their culture with others, and have others share their culture with them.





KEQ 4.2 To what extent have the overarching outcomes described in the Intervention Logic been achieved?

Interim findings suggest that progress towards enablers and short- and medium-term intended outcomes is commensurate with the length of time the WCP has been implemented, with all case studies describing progress toward at least some intended outcomes.

This KEQ was not fully explored with many case study participants. It was intended to be explored but often there was not enough time in interviews to cover all outcomes across the Intervention Logic (IL) and WC Standard. In these instances, a more fulsome discussion about the intended outcomes from the WC Standard was prioritised.

Enablers

The IL identifies nine 'enablers' of outcomes. Two enablers were explored in the activity with eight newcomers across two member councils. Newcomers mostly agreed, at least to some extent, that:

- they enjoyed a strong relationship with the council
- activities for newcomers were well organised.

Newcomers noted that there had been few activities since 2019 due to COVID-19 restrictions.

Amongst newer WCPs, there was general agreement that, as is to be expected, there is 'work to be done' on all or most of the enablers, whilst pilot WCPs often considered they had made good progress or were 'beyond' the 'enabler'.

Short-term Outcomes

The IL includes seven short-term outcomes. Five intended short-term outcomes were explored in the activity with eight newcomers across two member councils. Newcomers mostly agreed, at least to some extent, that:

- people in their community are positive, pleasant and encouraging
- they have a feeling of belonging in their community
- their culture and background do not prevent them from feeling that they belong, are listened to, and that they are well-informed about their community

For example, the young son of a newcomer family was invited to attend a birthday party sleep-over during Ramadan. The host family was very accommodating of the fasting requirements and incorporated this seamlessly into the party plans. (Newcomer Community Leader)



However, there was more ambivalence, with mixed results, concerning:

- awareness by newcomers of services and entitlements that are often taken for granted by the receiving community
- newcomers feeling confident to report experiences of biased or unfair behaviour and being confident that these would be appropriately addressed.

Amongst newer WCPs, some could provide examples of progress toward at least some of the short-term outcomes.²⁰

Medium-term Outcomes

The IL includes eight medium-term outcomes. Four intended medium-term outcomes were explored in the activity with eight newcomers across two member councils (Outcomes 3, 5, 6, and 8). Newcomers from WCPs established during the pilot mostly agreed, at least to some extent, that:

- they can use their skills and abilities in their employment, volunteering and other activities, although newcomers also described experiences that led them to conclude that some employers prefer to employ New Zealanders: “*they prefer kiwis*” (Newcomer Community Leader)
- they can participate in civic life to the extent they wish. However, several newcomers commented that their limited English inhibits their participation
- the place where they live thrives on diversity and is culturally vibrant
- others treat them as a full member of their community and the diversity they bring is valued.

Amongst pilot WCPs, evaluation participants generally reported that there is progress toward these outcomes, noting that these outcomes sometimes relate to increasingly complex issues that require societal change beyond the remit of the WCP. For example, talking about newcomers having opportunities to apply their skills and abilities in employment, volunteering and other activities, one participant stated, “*this is a big issue: there is not one solution for this one!*” (Council).

²⁰ Short-term outcomes were not addressed with pilot WCPs.



KEQ 4.3 For whom, to what extent, and in what circumstances have these outcomes been achieved?

From the first of three data collection cycles it seems that newcomers living in communities

Interim findings suggest that progress toward outcomes requires effective sustained implementation, and a skilled WCP Coordinator who has sufficient capacity for the work.

with more established WCPs may be benefitting from effective, sustained implementation, albeit interrupted by COVID-19 restrictions. Having a Coordinator who has appropriate skills and attributes, who is in the role for an extended amount of time, who has widespread support of the council, and especially the Mayor, and who has sufficient time allocated to work on the programme, is an advantage to newcomers and to the community. It seems likely that WCPs joining through the expansion will achieve similar results over time, assuming their Coordinator is appropriately skilled and supported.

KEQ 4.4 What unanticipated outcomes has the programme contributed to?

Unanticipated outcomes have been mostly positive

Support for newcomers during COVID-19 pandemic

In communities where the WCP was already established, the WCP networks served the communities well during the COVID-19 restrictions.

[Advisory Group networks] had a lot of positive ripple effects over time in a lot of areas. One of the obvious ones was relationship through lockdown: we knew exactly who to talk to. (Council)

The depth of the relationships in the WCP: during COVID we used [those] in ways we never necessarily planned: there were a number of factors that could have been a lot worse. (Government Agency)

While we were in COVID, and people had parents passing away and they wanted to go home and borders were closed, they came to us and asked us to talk to Immigration. We went to them [Immigration] and asked for support, and they gave us guides to give the community. So, the community knew we had direct connections with the government - could help resolve problems. Most of them know if they have issues, they can come to the WCP to get help. (Newcomer Community Leader)

Other examples are that of a trusted WCP Coordinator who assisted Muslim women to get vaccinated in culturally acceptable circumstances and the practical assistance given to temporary migrants who were unable to return home during COVID and were unprepared for the cold of winter:

People [temporary migrants] were here for spring and summer but were kept here for the winter. We had a drive for jerseys, blankets, beanies - so these people got through the winter, clothed appropriately. (Council)

In one council the WCP networks were called into action when a family's house began flooding during lockdown - appropriate services were quickly activated. In a different region, a newcomer family had a housefire:

There were three agencies who knew each other and have connected through the Advisory Group, and they were able to respond and wrap around the family within days and give them what they needed. (Council)



Beyond COVID-19 restrictions experiences, interviewees considered that their Advisory Group has developed trusting relationships between NZ Police and newcomer communities from places where such authorities could not be relied on to protect people and property or where there was low trust of the state.

When newcomers from the refugee community suffered a fatal accident, which appeared to have been exacerbated by their inexperience with the natural environment of Aotearoa New Zealand, the WCP Coordinator and Advisory Group members worked with Red Cross and another local agency to reduce the chances of other newcomers suffering the same experience. Interviewees stressed that action was hastened because the WCP Coordinator and Advisory Group members are taken seriously by the council.

Some WCP Coordinators are occasionally assisting newcomer groups to establish bank accounts or to get charitable trust status.

A councillor from a community where the WCP was established during the pilot described the situation in 2019 when the Christchurch Mosque shootings occurred:

When we had the Mosque shootings, we already had good relationships with the communities, and they had good relationships with the Police. People knew who to turn to: the relationships were already there. Straight away we could link in with leaders of the Muslim community. We looked at what we could do to help. People were calling me asking for news within 20 minutes of the shooting. People already knew who to contact and those links were already there. You never expect this type of situation, but nonetheless, it was an unintended but positive. (Council)

However, in two councils some interviewees expressed their view that the council, through WCP, 'favoured' some community groups, establishing stronger 'go to' relationships for certain services. These perceptions have had a detrimental effect on similar community organisations that feel they have been overlooked for funding and opportunities to develop their services.



Criterion 5 Learning and Improvement

KEQ 5.1 What are the barriers and enablers to successful programme delivery for Immigration New Zealand and the councils new to the programme and the longer-standing councils involved in the pilot?

Some important barriers have been identified

The data suggest that some councils may be creating a barrier to the successful delivery of the WCP by allocating insufficient hours to WCP coordination and/or by delaying integration of the WCP in the Council's strategic plans. If the benefits of the WCP are to be realised to their fullest extent, sufficient coordination effort is necessary to do the job effectively and without detrimental effects for the wellbeing of the coordinator. The programme needs to become well-embedded in the everyday practises of the council.

There are barriers to engagement with mana whenua, with the evaluation finding that some councils did not appear to have partnered with mana whenua to the extent described in the WC Standard. Four barriers relating to this are described earlier, but briefly these relate to:

- competing viewpoints from multiple iwi groups
- a history of troubled relations between the council and mana whenua
- differing views on which organising should spearhead the WCP
- slow resumption of relationships post COVID-19.

There are barriers to engagement with the business sector, with the case studied WCPs not appearing to have created enduring relationships of a nature described in the Welcoming Standard.

The receiving community does not seem to be as engaged with the WCP as is envisaged in the WC Standard. This is a barrier to achieving intended outcomes of the programme, such as for element four, *Connected and Inclusive Communities*. Element four aims for an outcome where relationships are built between newcomers and members of the receiving community, and there is a sense of ease in connecting with and learning from each other.

For councils with a large geographical spread, the process of developing a Welcoming Plan for the community has been described by council interviewees as "challenging". is challenging. For example, despite weekly visits by a Coordinator to one of the largest towns, the relationships and connections are well behind compared with relationships that have been established in the main centre: "*How am I going to identify champions [there] that will lead Welcoming Communities? ... [We need] people to help us build a network ... and get buy-in.*" (Council)

It was noted that the templates used to assist councils to set up their WCP may benefit from a refresh. National stakeholders and people involved in developing the expression of interest and/or programme establishment considered that while the original templates were useful for



setting up WCPs in the pilot, templates that are less specific to the Aotearoa New Zealand context may be a barrier to effective implementation. This argument was also extended to the two WC resources, the WC Standard and Putting out the Welcoming Mat.

Some important enablers have been addressed in Criterion 1-4

Employing a WCP Coordinator with the right skills mix is an important enabler of the WCP. Coupled with this, the WCP is enabled by the Coordinator being sufficiently resourced and having sufficient time allocated to do the job well.

Programme reach is considerably enabled by the composition and collaborative nature of the Advisory Group. The inclusion of a local INZ Relationship Manager at Advisory Group level has been identified as an enabler of successful delivery of the WCP. Their inclusion may be a positive step toward ameliorating barriers experienced by some newcomers who are nervous about engaging with government agency officials.

The support provided by INZ officers to WCP Coordinators, especially in the programme establishment period, enables WCPs to get set up on a solid footing. INZ support is greatly valued by Coordinators who note that the structure of the programme is useful, and the resources provided, and contacts made through INZ are enablers of success.

Having the WCP being driven by a government agency, and implemented at a local level, was considered an enabler:

It's a nationally driven organisation that is inclusive of the regions. When you're trying to get commitment and agreement, it needs to be driven from the top and delivered from the bottom. It's important to have that group in place. ... Locally, the implementation - you have to have the local input as well in the strategy being driven from the top. If the Government says, "Here it is, go deliver it", you're not going to get the buy-in. But if you've had good investment of those communities, they will want to get it done. (Council)

The WCP is generally endorsed as a valuable initiative

Interviewees from newly joined councils viewed the existence, the potential, and the holistic nature of the programme as a strength, noting that there was nothing similar previously in its place. For pilot WCPs, the development of the programme over time and learnings gained (for example, regarding how to recognise and respond to needs) were considered a strength, noting that the programme has developed its own momentum (rather than being entirely driven by the WCP Coordinator).

A strength of the programme identified by councils and national stakeholders is its ability to get councils talking about their ethnic communities and creating space for inclusion and diversity. The programme was generally endorsed and spoken of highly, for example a Mayor commented "It's a great programme. I think if every city could do itit brings people together... the programme has real benefits ... it really joins the dots!"



Commitment, enthusiasm, and collaboration are core strengths of the WCP

One of the core strengths of the WCP was said to be the enthusiasm, commitment, passion, and buy-in of those involved, including (where applicable) the strong migrant community (who were said by a council interviewee to demonstrate natural leadership). The cohesiveness of shared commitment to the programme and to welcoming newcomers to Aotearoa New Zealand more generally (with welcoming considered a strength in and of itself) was mentioned by many interviewees. The WCP provides a collaborative platform for individuals and organisations working towards the same purpose, with the shared desire to help newcomers feel at home. WCP Coordinators were seen as connectors and were spoken of highly by all those involved in the WCP. This has been explored in detail in Criterion 1 Coordinators.

Collaboration and networking were frequently referred to as strengths that developed out of the programme. It was often commented the WCP has led to relationship building, networking, and the gathering and exchanging of information. The WCP is reported to have generated links between individuals and organisations, meaning that people know who to contact and refer to when individuals or communities need support. Networking and relationships facilitate ease of information flow to support newcomers.

Further, the support from councils and being a council-based programme was considered a strength. The council foundation of the WCP provides a central touchpoint for organisations and ethnic communities and groups, facilitating collaborative community-led initiatives (rather than being entirely driven by council).



KEQ 5.2 What changes could be made to enhance the effectiveness of the programme?

Recommendations

The evaluators have collaborated with MBIE and INZ to develop the following recommendations:

1. Māori engagement

WE RECOMMEND that MBIE/INZ work alongside councils and Māori, creating reciprocal relationships and genuine partnership, to contribute to building Welcoming Communities.

2. Receiving Communities

WE RECOMMEND that the Welcoming Communities Programme continue to identify opportunities to engage with receiving communities.

3. Business Sector

WE RECOMMEND that councils identify opportunities to engage with the business sector, to promote the contribution that newcomers make to the region's economy.

4. Council Capacity

WE RECOMMEND that MBIE/INZ continue to ensure councils have realistic expectations about the effort and resource inputs required from the onset of the Programme in order to implement, sustain, and maximise the benefits of WCP.

5. Welcoming Standard

WE RECOMMEND that the *Welcoming Standard* outcomes be reviewed to ensure they meet the current needs and aspirations of councils and the community. It is important that the outcomes are guided by Te Tiriti principles and worded in plain English.

6. Welcoming Mat

WE RECOMMEND that the *Putting out the Welcoming Mat* be reviewed and revised to reflect the way the programme is implemented in Aotearoa New Zealand, with current, relevant examples and case studies.

7. Accreditation

WE RECOMMEND that the process of gaining Accreditation be simplified, recognising that the effort required by the Coordinator to prepare the application is effort that is not available for the actual mahi of the programme.



KEQ 5.3 What supports the sustainability of the programme?

The sustainability of the WCP at the local level appears to be supported by the extent to which it is embedded into the strategy and plans of the host council.

Council decisions around the ongoing funding of the WCP, including its commitment on the hours allocated to the Coordinator for their WCP work, are important to WCP sustainability.

Employing a WCP Coordinator with the right skills mix supports WCP sustainability.

Being able to demonstrate the positive effects from the WCP to councils and to Government will support its sustainability.



Appendix A: Data Collection Tools

Various information sheets/informed consent forms and interview guides were developed and tailored according to the role of the interviewee, and the implementation stage (case studies only). These are embedded below.

National Stakeholder Interviews:



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Note Taking
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Coordinator Focus Groups:



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Case Studies:

Council personnel and Advisory Group Members



Information Sheet
and Consent Form -



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Coordinators:



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Regional Stakeholders:



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Information Sheet
and Consent Form -

Newcomer Community Leaders:



Information Sheet
and Consent Form -



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Newcomers:



Information Sheet
and Consent Form -



Appendix B: Survey Instrument

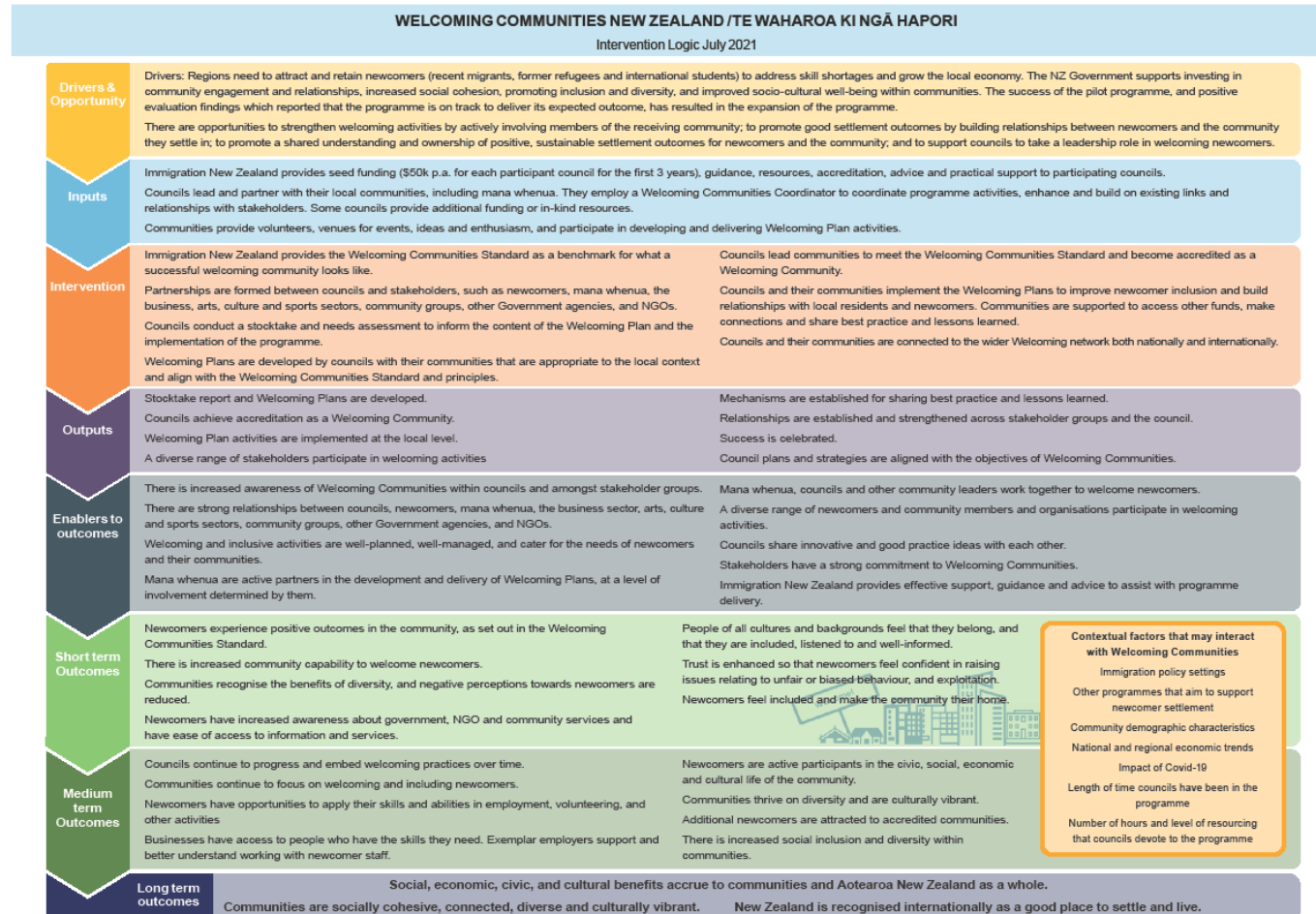
The survey instrument is embedded:



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Appendix C: Intervention Logic





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MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Community Housing Partnership Fund Update

PRESENTED BY: Julie Macdonald, Strategy and Policy Manager

APPROVED BY: David Murphy, Chief Planning Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Community Housing Partnership Fund Update' presented to the Community Committee on 20 March 2024.

1. ISSUE

- 1.1 The purpose of this memo is to provide an update to the Committee on decisions and actions to support the proposed Community Housing Partnership Fund.

2. BACKGROUND, DISCUSSION AND NEXT STEPS

Community Housing Partnership Fund

- 2.1 In May 2023 Council agreed to develop a Community Housing Partnership Programme Plan to support and grow the capacity of community housing providers in our community. The Council resolved:

"To develop a Community Housing Partnership Programme plan for consideration in the 2024-2034 Long Term Plan." (88.9-23)
- 2.2 In October 2023 the Council discussed the proposed Community Housing Partnership Programme. Various matters were discussed, including the potential size of the Fund, and whether a budget for a programme (of \$20,000) in year 1 of the Long Term Plan (LTP) would be needed for the development of the Fund.
- 2.3 Staff have since determined that the research and developmental work for the Fund can be done in-house during 2024/2025. There is therefore no additional provision in the proposed LTP budget for this work.
- 2.4 In February 2024 the Council endorsed the *Mahere whare Housing plan* as one of the foundation documents of the proposed Long Term Plan. This draft

plan includes a range of actions in support of community housing. These include:

- Support social housing providers through a Community Housing Partnership Fund (from year 2).

2.5 Elected members have not yet determined the scale of the proposed Community Housing Partnership Fund, nor made any budgetary provision for it in the proposed Long Term Plan. Staff therefore anticipate that the size of the Fund may be determined through Annual Budget planning and deliberations in 2025. At that stage, elected members will have the outcome of the initial research and development process to inform their decision. This research will, for example, provide information about the nature of the assistance community providers would find most beneficial.

2.6 Alternatively, if elected members wish to provide more certainty for the community, they could decide to add a Community Housing Partnership Fund budget into year two of the proposed LTP prior to its adoption.

Proposed Community Housing Partnership Fund in a broader context

2.7 Council has also resolved to undertake some other significant work in the LTP in support of social and community housing outcomes. This work stems from the following resolutions of Council:

- to pursue social housing outcomes through the development of 17 Summerhays St (formerly the Terrace End Bowling Club) ([158.1 - 4 October 2023](#)), and
- provide options to deliver social housing within the current [Revenue and Finance] Policy limit for this activity ([5.1 - 7 February 2024](#)).

2.8 Progress reports on both these projects will be brought to elected members through the appropriate Committees.

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?	Yes
Are the recommendations inconsistent with any of Council's policies or	No

plans?	
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	
The actions are: to support local social housing initiatives and to provide social housing.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This report provides information to support Council decision-making to progress its social and community housing objectives. These activities promote a connected and safe community.

ATTACHMENTS

Nil

MEMORANDUM

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Accessibility Review - Council-owned Buildings

PRESENTED BY: Bryce Hosking, Group Manager - Property and Resource Recovery

APPROVED BY: Chris Dyhrberg, Chief Infrastructure Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Accessibility Review – Council-owned Buildings' presented to the Community Committee on 20 March 2024.

1. ISSUE

- 1.1 The Disability Reference Group provided a submission to the 2021-31 Long-Term Plan requesting an accessibility assessment be undertaken of all Council-owned buildings, excluding housing. The accessibility assessment is now complete.
- 1.2 Each building was individually assessed/ audited considering the needs of all users with specific consideration to disability access requirements. The areas that did not meet the local legislation or international best practice were identified, prioritised and recommendations were made for improvement.
- 1.3 Following a submission from the Disability Reference Group to the 2022/23 Annual Plan, the scope of the accessibility assessment was expanded to include all Council-owned infrastructure. As the consultant had already been engaged prior to the scope expansion to undertake the building assessment work, this work was completed first.
- 1.4 This report is in respect to the building assessment work only. It provides a summary of the work completed, the findings, and outlines the process for addressing the issues and improvements. Officers provided regular updates to the Disability Reference Group on the assessment period including that this report was being presented to the Community Committee.

2. BACKGROUND

- 2.1 Operational Programme 2041 (Property – Accessibility of Council Facilities Assessment) was included in Year 2 of the 2021-31 Long Term Plan. This

programme was created to provide an external assessment of all of Council's facilities to determine whether the needs of people with disability are appropriately addressed, and to identify any gaps.

2.2 Assessment reports have been provided for each facility comprising of the following:

- Areas of concern requiring immediate attention – compliance and safety concerns.
- Recommendations for consideration in maintenance and short-term planning.
- Recommendations for longer-term planned renewals; and
- Highlighting areas what the reviewers regard as best practice in respect to accessibility.

Degrees of Accessibility

2.3 The impacts as described in the main body of the Accessibility Audit indicate several levels of accessibility:

- Accessible - all persons can gain access independently.
- Restricted access/ Accessible with help – access can be gained with assistance; and
- Inaccessible – access is not possible with any degree of reasonable assistance.

3. ASSESSMENT PROCESS

3.1 The accessibility assessment has investigated the following elements:

- External Approach – Including parking areas, setting down points, pedestrian access, and approach to external entrances.
- Entrances – Including access to main entrances, location of main entrances, and design of main entrances.
- Horizontal Circulation – Internal corridors, door design, and door fixtures and fittings.
- Vertical Circulation – Any internal accommodations to change of level, internal ramped and stepped access, and associated fixtures and fittings.
- Sanitary Conveniences – Including Bathroom Facilities, Shower Facilities, Wheelchair Accessible WC.
- Facilities – Reception areas, kitchen area other fixtures and fittings.
- Signage, Wayfinding & Lighting Highlights – Including areas of compliance, best practice, or good policy.

- 3.2 BarrierFree then provided a comprehensive accessibility report for each group of facilities along with a spreadsheet detailing non-compliant building elements and recommendations for improvement and prioritisation.
- 3.3 Please refer to Attachment 1 for a sample report and Attachment 2 for a sample tag list relating to Civic Administration Building (CAB) to demonstrate what was received. Due to the commercially sensitive nature of the audit of the shops, Officers have limited Attachment 1 to only include the Council-operated areas of CAB. In general, these reports are very operational in nature and combined are close to 1,000 pages in length, hence only a sample was attached.

4. ASSESSMENT FINDINGS

- 4.1 The accessibility findings show that most council-owned buildings are already accessible to a certain degree, however, they feature elements with varied degrees of accessibility which make the building or part of the building inaccessible or limitedly accessible to some.
- 4.2 Some of the common findings throughout the portfolio were:

Area for improvement	Common elements to be addressed
Accessible car parks and route to the facilities	<ul style="list-style-type: none"> • Insufficient or non-compliant carparking (low visibility- lacking blue colour contrast paint). • No or inadequate provision of an accessible route from accessible parking to the buildings. • Inaccessibility to both sides of a vehicle within carparks. • No tactile cues on pedestrian routes. • Uneven pathways and surfaces.
Entrance and exit doors	<ul style="list-style-type: none"> • Doors do not meet minimum width requirements. • Lack of kickplates. • Change in level or feature ledge. • Handles and locks are difficult to use for users with dexterity levels. • No provision of step-free emergency exit doors. • No colour contrast between door and walls.

Stairs and ramps	<ul style="list-style-type: none"> • Lack adequate colour contrast on the rise and tread. • Features open riser designs. • No or a lack of handrails on both sides. • Lack safety rails or extension returning to the wall or floor. • Steep slopes.
Bathrooms and showers	<ul style="list-style-type: none"> • No accessible shower. • Insufficient space dimension for turning and transfer. • Inaccessible grabrails. • Toilets with no backrests, poor colour contrast between fixtures, floorings, and walls. • Height /distance issues for amenities within bathrooms i.e. basins, soap dispensers. Electrical switches etc.
Kitchens and reception spaces	<ul style="list-style-type: none"> • Benches and facilities do not meet adequate knee recess clearance or height for wheelchair users and those with height restrictions. • Information signs exceed heights. • Counters and reception desks often do not feature accessible heights on both customer and staff sides.
Spaces and flooring	<ul style="list-style-type: none"> • Lack of colour contrast/low visibility. • Connecting corridors/hallways are not wide enough for horizontal circulation. • Glass panels have low visibility. • Visually 'noisy' patterned flooring, uneven surface, and cracked paving.
Outdoor spaces	<ul style="list-style-type: none"> • Outdoor seating is not suitable for wheelchair users – no backrest, no colour contrast, no armrest or mobility aids, inadequate height &

	clearance space.
Signage	<ul style="list-style-type: none"> • No braille and embossment. • Lack of visible accessible signage lacks a pictogram or English text. • Low colour contrast, small or obstructed signs, • Low or high set signage position.

- 4.3 Please note that whilst some of the findings are inconsistent with the Building Act 2004 requirements, this does not mean the facility is not compliant. It just means that next time a building consent is required for work in the facility, these issues will need to be dealt with to bring it up to standard.

5. IMPLEMENTATION APPROACH

- 5.1 Whilst this appears a lengthy list, most are simple fixes which can be addressed as part of 'business as usual' maintenance and renewals. However, there are some suggested changes that are considerably more complexity and will need to be considered alongside programmed renovation work, seismic upgrading, and major structural or surrounding upgrades.
- 5.2 Priority-A (1-2 years) – Address the non-compliant elements that do not meet the minimum local legislation. This will be undertaken using existing operational budgets and includes common issues throughout the portfolio such as:
- Installing kickplates onto the doors.
 - Paintwork - Colour contrast wall and surfaces, car park paint, stair nose & handrail paint.
 - Replacing door locks/handles.
 - Installation of accessible features; coat hooks, showers, shelves, etc.
 - Replace/relocate accessible bathroom/shower fixtures and fittings, height adjustment.
- 5.3 Priority-B (3-5 years) – works that include adaption and improvement often associated with minor structural alternation. These elements will be added to the scope of the existing renewals programme and include:
- Improving accessible routes or parking, installing tactile cues on pedestrian routes.
 - Widen the width of entrance/exit doors and improve ledges and ramp installation.
 - Installing and improving handrails, treating the steeped slope ramps, improving gradients, etc.

- Flooring- replace the visually noisy patterned flooring, adding accessible counter/reception desks.
- Kitchen spaces: improve benches and facilities to meet adequate knee recess clearance or height for wheelchair users and those with height restrictions.

5.4 Long-term improvement programme will address non-compliant elements that require major structural and ground alternation and improvement. Some of these issues may already meet the minimum local legislation requirement but do not meet universally accepted best practices. These will need substantially more planning and are not currently budgeted for.

6. NEXT STEPS

6.1 Implement the Priority A and B work as part of the existing programmed maintenance and renewal budgets. This work will be overseen by the Property Compliance Officer in the Property Division.

7. 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?	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 achievement of action/actions in Connected Communities	
The action is to assess the accessibility of Council facilities, particularly for people with disabilities	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being	Accessible buildings will provide the community with greater access to Council services and facilities and improve the connectiveness and social well-being of people in the city.

ATTACHMENTS

1. Sample of the Full CAB Accessibility Audit Report [↓](#) 
2. CAB Accessibility Audit Tag List [↓](#) 



Palmerston
North
CAB and
Shops

2023

Access Audit

Palmerston North
CAB and Shops


**Barrier
Free**
me he manu motu
i te māhanga
Championing a
more liveable world



Executive Summary

This Accessibility Audit of Palmerston North Council Administration Buildings and Shops aims to improve equality and enhance service provision for all staff, community members, visitors, and stakeholders of the facilities. Suggestions will specifically consider disabled people. The Accessibility Audit will look at the internal and external elements and examine the potential implications in regards accessibility in respect of New Zealand Standard 4121: 2001 and other relevant universal design guidance.

This report has identified potential barriers to full inclusion and given them a priority based on criteria discussed with Palmerston North City Council prior to the audit being conducted.

This summary explains highlights, and barriers observed and groups them according to both priority and facility.

Firstly, this summary will outline observations that were common throughout the operational buildings, grouped according to priority. Following on from this any additional observations will be outlined based on the facility to which it relates as well as priority.

Observations Common to the CAB Buildings and Shops

Highlights

- ❖ Provision of varied furniture and seating options including backrests and armrests. [CABG 1.5, ICES 1.2, CINN 1.3]
- ❖ Counters feature accessible heights on both staff and customer sides. [CABG 1.3, CABG 1.10, CABG 1.20]
- ❖ Good provision of contrast nosing on stairs. [CABG 1.4, SMPR 1.2]
- ❖ Provision of floor area with sufficient space for movement of all users. [ARMR 1.1, INDI 1.1, MNCH 1.1]
- ❖ Bathrooms feature full length mirrors for use by all people. [ARMR 1.3, HIPS 1.1, MSTT 1.2, MOXI 1.1, VDCF 1.3]
- ❖ Main entrance features smooth thresholds. [HIPS 1.2, MNCH 1.3]

Priority A Group– Essential Works Required/ Short term priorities, as such should be implemented as soon as possible.

- ❖ No provision of accessible parking. [ARMR 2.1, BSCF 2.1, BRCF 2.1, BMBK 2.1, HIPS 2.1, ICES 2.1, INDI 2.1, MSTT 2.1, MOXI 2.1, MRCH 2.1, MNCH 2.1, SMPR 2.1, CINN 2.1, VDCF 2.1]
- ❖ Doors to bathrooms or main entrances lack sufficient kick plates for wheelchair access. [ARMR 4.3, INDI 4.6, MOXI 4.3, MRCH 3.4]

- ❖ Colour contrast insufficient on doorways and entrances and/or door handles. [CABG 3.2, CABG 4.1, CABG 4.14, ARMR 4.2, BRCF 4.2, HIPS 3.5, ICES 3.2, INDI 3.2, INDI 4.4, MSTT 3.3, MOXI 3.1, MRCH 3.1, MNCH 3.3, VDCF 4.1, VDCF 5.4]
- ❖ Doors feature manifestations with poor contrast and visibility. [CABG 3.1, CABG 4.5, ARMR 3.1, ARMR 4.1, BRCF 3.1, BRCF 7.2, ICES 3.1, MSTT 3.1]
- ❖ Door locks and/or handles feature insufficient design for use by all dexterity levels. [CABG 4.6, CABG 5.11, CABG 5.12, CABG 5.16, CABG 5.23, CABG 6.4, ARMR 5.4, BSCF 4.4, INDI 4.5, INDI 5.1, MOXI 5.1, MOXI 5.8, MRCH 3.3, SMPR 3.1, CINN 5.3, VDCF 6.5]
- ❖ Poor visibility of elements of the facility or building. [CABG 4.2, CABG 4.7, CABG 4.8, CABG 4.9, CABG 4.12, CABG 4.16, CABG 6.3, HIPS 3.1, ICES 7.2, INDI 6.2, VDCF 4.2]
- ❖ Hallways or pathways do not allow for clear horizontal circulation of all users. [CABG 4.3, CABG 4.4, CABG 4.10, CABG 4.15, ARMR 4.4, BRCF 2.2, BRCF 4.3, BRCF 4.4, BMBK 3.2, MOXI 2.2, SMPR 4.1, CINN 4.2]
- ❖ Stairs lacks adequate contrast nosing on the rise and tread of steps. [CABG 4.11, CABG 4.13, CABG 4.4, CABG 4.6, ICES 5.3, ICES 5.7, MSTT 5.1, MSTT 5.4, MRCH 5.3, MNCH 4.2, SMPR 5.2]
- ❖ Ramps or stairs lack appropriate handrails on one or both sides. [CABG 4.5, ICES 5.1, ICES 5.2, ICES 5.6, MSTT 5.2, MSTT 5.3, MRCH 5.2, MRCH 5.4, MNCH 4.1, SMPR 5.1]
- ❖ Accessible bathroom fixtures and fittings do not meet height or fitting requirements for use by all people. [CABG 5.3, CABG 5.10, CABG 5.17, CABG 5.18, CABG 5.25, CABG 5.26, BSCF 5.1, BSCF 5.3, BSCF 5.4, BSCF 5.6, BRCF 5.1, BRCF 5.3, BRCF 5.6, BRCF 5.7, INDI 5.3, INDI 5.4, INDI 5.5, INDI 5.9, MOXI 5.2, MOXI 5.3, MOXI 5.7, MOXI 5.10, CINN 5.1, VDCF 6.4]
- ❖ Colour contrast insufficient on some of the bathroom fixtures and fittings. [CABG 5.1, ARMR 5.1, BSCF 5.2, BRCF 5.4, INDI 5.7, MOXI 5.6, MOXI 5.11, CINN 5.4, CINN 5.6, VDCF 6.6]
- ❖ Accessible counters are either not provided or cluttered and not usable. [CABG 6.5, CABG 6.6, ARMR 6.2, BSCF 6.1, BRCF 4.1, BRCF 6.1, HIPS 5.1, INDI 6.1, MSTT 7.1, MOXI 6.2, MRCH 7.2, CINN 6.1, VDCF 7.2]
- ❖ Signage lacks braille and/or embossed surface. [CABG 7.1, ARMR 7.2, BSCF 7.2, HIPS 6.1, INDI 7.1]
- ❖ Signage lacks one or more features including pictograms or English text. [CABG 7.3, ARMR 7.1, ARMR 7.2, BRCF 7.1, MOXI 7.1, VDCF 8.1, VDCF 8.2]
- ❖ Non-slip mats create a tripping hazard and instability. [BSCF 3.1, INDI 3.1, INDI 4.2, INDI 4.3, MSTT 3.2, MOXI 3.2, MRCH 3.2, MRCH 4.1, VDCF 3.2]

Priority B Group – Works including adaption and improvement/ Medium term priorities, as such should be implemented in line with renovations to existing buildings or grounds.

- ❖ Facility entrance or doorway features ledge of less than 25mm. [VDCF 3.3]
- ❖ The bathroom toilet paper dispenser is not within reach for all users. [CABG 5.21, CABG 5.24]
- ❖ Washbasin taps require significant manual dexterity to operate. [CABG 5.2, CABG 5.5, CABG 5.19, BSCF 5.5, INDI 5.2, MOXI 5.9]
- ❖ Washbasins lack adequate under-sink clearance. [CABG 5.7, CABG 5.9, CINN 5.5, VDCF 6.3]
- ❖ Toilet flush buttons are not usable by all people. [ARMR 5.3, BRCF 5.9, INDI 5.8, MOXI 5.4, CINN 5.2, VDCF 6.2]
- ❖ Poor visibility of lift buttons. [CABG 4.3]
- ❖ Poor visibility of some furniture in the room or building. [CABG 6.2, BSCF 4.1, BSCF 4.2, HIPS 5.3, ICES 7.2, INDI 4.1, MSTT 4.1, MOXI 4.1, CINN 4.1]
- ❖ Stairs lack tactile and visual cues on approach. [ICES 5.5]

Priority C Group – Major works, building and grounds improvement / Long term priorities, as such should be implemented in line with major works to existing buildings or grounds.

- ❖ Reception/front counters lack adequate knee recess clearance and/or accessible heights. [BMBK 5.1, MNCH 6.2, SMPR 7.1, VDCF 4.4]
- ❖ Poor provision of accessible parking. [CABG 2.1]
- ❖ Stairs lack tactile and/or visual cues on approach. [SMPR 5.3]
- ❖ Accessible bathrooms do not meet minimum dimension requirements. [BRCF 5.5, INDI 5.6, MOXI 5.5]
- ❖ Kitchen facilities lack adequate knee recess clearance and/or accessible heights. [CABG 6.1, ARMOR 6.3, BSCF 6.2, BRCF 6.2, HIPS 5.2, ICES 7.1, INDI 6.3, MSTT 7.2, MOXI 6.1, MRCH 7.1, MNCH 6.1, SMPR 7.2, CINN 6.2, VDCF 7.4]
- ❖ Non-slip mats present trip risk. [CABG 3.3, CABG 5.20]
- ❖ Lift access buttons are not usable by all people. [CABG 4.1, CABG 4.2]

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Ministry of Business, Innovation and Employment (2018), <i>Buildings for Everyone: Designing for Access and Usability</i>	250
New Zealand Transport Authority (2009), <i>Pedestrian Planning and Design Guide</i>	250
Blind Low Vision NZ, 5 th Edition (2018), <i>Accessible Signage Guidelines: Braille, Tactile and Clear Print</i>	251
New Zealand and Australia Standard 1428 (2009), <i>Design for Access & Mobility</i>	252
Technical Guidance Document Part M, 2010	252
Centre of Excellence in Universal Design, Ireland, <i>Buildings for Everyone: A Universal Design Approach</i>	252
British Standard 8300- 1 & 2 (2018), <i>Design of an accessible and inclusive built environment – Part 1 : External Environment, Part 2 : Buildings</i>	253

Introduction

BarrierFree has been tasked to undertake accessibility audits of several facilities under the remit of Palmerston North City Council.

The facilities covered in this report include:

- Civic Administration Building (CABG)
- Library Shops
 - Moxies (MOXI)
 - Indian Indulgence (INDI)
 - Barista Café (BRCF)
 - HIPSTA (HIPS)
 - Munchkins Fudge (MNCH)
 - Bruce McKenzie Books (BMBK)
- CAB Shops
 - Smart Phone Repairs (SMPR)
 - ICE Studio (ICES)
 - Mr Choi (MRCH)
 - Main Street Tattoo Shop (MSTT)
 - The Verdict Café (VDCF)
 - Arranged Marriage (ARMR)
- Regent Shops
 - Backstage Café (BSCF)
 - The Celtic Inn (CINN)

NOTE: The Shearing Shed and Walk In Closet and stores were closed and unavailable for an audit on the day of site visit.

The accessibility audits will look at the internal and external elements and examine the potential implications in regards accessibility in respect of New Zealand Building Act 2004 and New

Zealand Building Code. To assess a minimum standard of compliance New Zealand Standard NZS 4121:2001 Design for Access and Mobility - Buildings and Associated Facilities will be used.

In undertaking all reviews or audits of facilities BarrierFree prefers to deliver up-to-date guidance based on New Zealand and International best practice. This review will also consider Best Practice Guidelines, such as:

- *Buildings for Everyone: Designing for Access and Usability*, NZ Ministry of Business, Innovation and Employment (developed by Barrier Free)
- *Buildings for Everyone: A Universal Design Approach*, Centre of Excellence in Universal Design, Ireland,

Scope of Review

The purpose of the accessibility audit is to assess the accessibility of Palmerston North City Operational Buildings for all potential customers, staff, and stakeholders. It looks at the current functions of the approach, building and grounds and the people who use it, this is done by way of: inspection of the approach, buildings, and grounds; and a report detailing barriers to accessibility for all users.

Client Brief

Palmerston North City Council approached BarrierFree to provide an accessibility and universal design assessment of several community facilities under the remit of Palmerston North City Council.

These audits aim to support Palmerston North City Council to enhance accessibility to their existing and future facilities and support their inclusion goals.

BarrierFree

BarrierFree specialise in providing expert guidance and education on how to create accessible and usable environments, for all people, including people with access needs.

BarrierFree advises private organisations, councils, and government departments on creating and maintaining accessible buildings and spaces. We are frequently asked to provide s118 evaluations of compliance and best practice on new and existing build projects and landscapes and open spaces. Our work encompasses designs from concept to construction and beyond.

BarrierFree merged with **CCS Disability Action** in June 2020, to join the accessibility services of Lifemark, and the long history of supporting disabled people that CCS Disability Action has.

Legislative Context

Building Act 2004

The Building Act 2004 sets out the rules for the construction, alteration, demolition, and maintenance of new and existing buildings in New Zealand.

It is the primary legislation governing the building industry. Its purpose is that:

- people can use buildings safely and without endangering their health
- buildings have attributes that contribute appropriately to the health, physical independence and wellbeing of the people who use them
- people who use a building can escape from the building if it is on fire
- buildings are designed, constructed and able to be used in ways that promote sustainable development.

Its aim is to improve control of and encourage better practices in building design and construction to provide greater assurance to consumers. This includes:

- setting clear expectations of the standards buildings should meet (Building Code)
- guidance on how to meet those standards
- more certainty that capable people are undertaking design, construction, and inspection
- scrutiny of the building consent and inspection process
- protection for homeowners through mandatory warranties.

It also contains provision to ensure existing buildings are incrementally improved, particularly regarding means of escape from fire, sanitary facilities, access, and facilities for people with disabilities and in relation to buildings deemed most vulnerable in an earthquake.

Reference: [Building Act 2004 | Building Performance](#)

Human Rights Act 1993

The Human Rights Act protects people in New Zealand from discrimination.

Unlawful discrimination is when you're treated unfairly or less favourably than another person because of your:

- age

- colour
- disability
- employment status
- ethical belief
- ethnic or national origin
- family status
- marital status
- political opinion
- race
- religious belief
- sex
- sexual orientation

It is unlawful to discriminate someone on these grounds in the following areas of public life:

- employment
- education
- access to public places
- provision of goods and services
- housing and accommodation.

Reference: [Human rights and freedoms | New Zealand Government \(www.govt.nz\)](http://www.govt.nz)

The Convention on the Rights of Persons with Disabilities (UNCPRD)

The Convention on the Rights of Persons with Disabilities (UNCPRD) The Convention on the Rights of Persons with Disabilities and its Optional Protocol (A/RES/61/106) was adopted on 13 December 2006 at the United Nations Headquarters in New York and was opened for signature on 30 March 2007.

The Convention is intended as a human rights instrument with an explicit, social development dimension. It adopts a broad categorization of persons with disabilities and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. It clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas where adaptations have to be made for persons with disabilities to effectively exercise their rights and areas where their rights have been violated, and where protection of rights must be reinforced.

Reference: <https://www.un.org>

Criteria for Assessment

The criteria used for assessment of the review include (but are not limited to) the following:

Please see bibliography and references for more information

- New Zealand Standard 4121 (2001), *Design for Access and Mobility – Buildings and Associated Facilities*
- New Zealand Transport Authority (2009), *Pedestrian Planning and Design Guide*
- Ministry of Business, Innovation and Employment (2018), *Buildings for Everyone: Designing for Access and Usability*
- Blind Low Visions NZ (2018), *Accessible Signage Guidelines: Braille Tactile and Clear Print- Fifth Edition*
- North Carolina State University / Ron Mace (1997), *The Principles of Universal Design*

See Appendix 1

Methodology

All audits were conducted considering the basic independent use of the building by all potential users, staff, and stakeholders. This is done by means of the scrutinization of the buildings being audited and the college grounds.

Each accessibility audit examines the facility, the grounds surrounding it, and the approach by pedestrian or public transport routes. It also examines the vertical and horizontal circulation and facilities within the buildings as well as communication and wayfinding throughout. Audits considers all users of the premises, but specifically it considers disabled peoples access needs.

Disabled people may include, but are not limited to; ambulant disabled people, wheelchair users, visually impaired persons, hearing impaired and deaf people, people of shorter stature, people with impaired stamina and people with learning or cognitive impairments. The review will also include considerations for the following people specifically; elderly people; people with prams/ young children, children, and people with temporary injuries.

This report has been prepared using the Elemental Approach meaning each 'barrier' is categorised into an element. Whilst it is important to acknowledge where barriers to access exist, it

is equally important to highlight accessibility “wins”, so we have added the highlights element which will include items that already comply with or exceed current requirements.

This review uses the following nine elements:

1. Highlights

Including: Areas of compliance, best practice, or good policy.

2. External Approach

Including: parking areas, setting down points, pedestrian access, and approach to external entrances.

3. Entrances

Including: access to main entrances, location of main entrances, design of main entrances.

4. Horizontal Circulation

Internal corridors, door design, and door fixtures and fittings.

5. Vertical Circulation

Any internal accommodations to change of level, internal ramped and stepped access and associated fixtures and fittings

6. Sanitary Conveniences

Including: Bathroom Facilities, Shower Facilities, Wheelchair Accessible WC.

7. Facilities

Reception areas, kitchen area other fixtures and fittings.

8. Signage, Wayfinding & Lighting

Where given, suggestions for mitigation have been based on practical, structural, and economic considerations, as far as is possible. Where omitted, there are no comments necessary for particular audit. Audit is conducted based on accessibility alone; further qualified advice should be sought with regard all other matters.

Degrees of Accessibility

The impacts as described in the main body of the Accessibility Audit indicate several levels of accessibility, namely.

- ⇒ **Accessible** - all persons can gain access independently.
- ⇒ **Restricted access/ Accessible with help** – access can be gained with assistance.
- ⇒ **Inaccessible** – access not possible with any degree of reasonable assistance.

Explanation of Priorities

Priority assignment is based on the 'barriers' identified and impact they have on all potential staff and users.

Priorities consider overall benefit for users as well as client priorities and assumed costs (please note for specific costing please seek professional assistance).

Priorities

- **A** – Essential Works Required/ Short term priorities, as such should be implemented as soon as possible or in line with current renovations
- **B** – Works including adaption and improvement/ Medium term priorities, as such should be implemented insofar as possible in line with current renovations to existing buildings or grounds.
- **C** – Major works, building and grounds improvement / Long term priorities, as such should be implemented in line with major works to existing buildings or grounds.




Disclaimer

This report has been prepared by BarrierFree. No liability is accepted by this company or any employee or sub consultant of this company with respect to its use by any other parties.

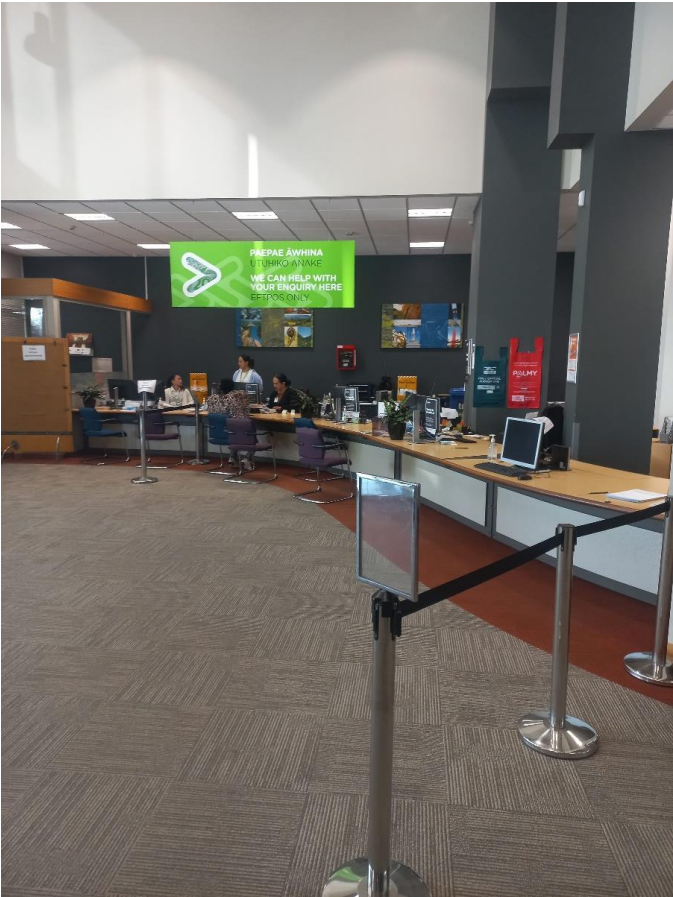
Adherence to the advice contained in this report cannot ensure full compliance with all the relevant clauses of the Building Act or Building Code or other legislative context (as outlined above).

Although, fire safety considerations were considered Accessibility Audits are not Fire or Health and Safety Risk Assessment Reports. Separate risk assessments and fire assessments should be obtained from qualified persons, the accessibility review bears no guarantee of compliance with legislation in this regard. The provision of this review should be viewed as a guideline for modification only.

BarrierFree Quality Record

Report Prepared by	Camilla Payne	
Report Reviewed by	Lorraine Guthrie	
Approved by	Camilla Payne	


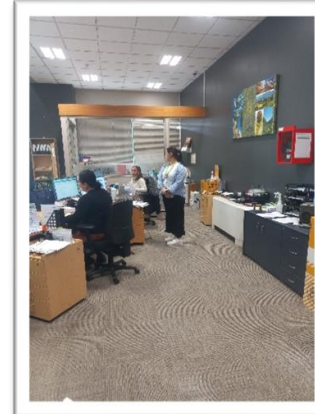
Civic Administration Buildings (CAB) - Site Visit: 4th August 2023



[Source: Author's own]



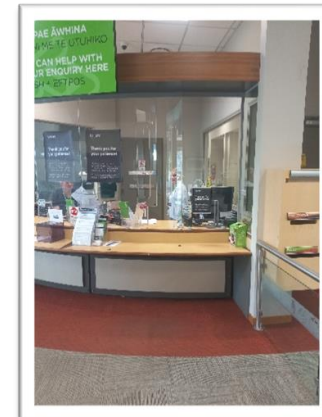
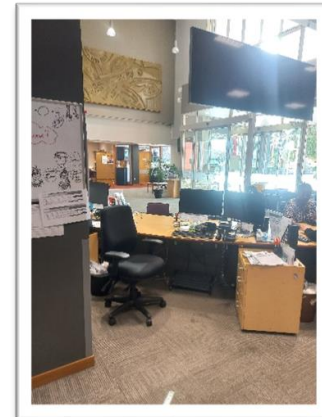
Highlights

Ref.	Observation	Impact	Image
CABG 1.1	Sanitary Conveniences: Good provision of toilet flush buttons that are usable by all people throughout most bathrooms in the buildings.	People can use toilet amenities including those with manual dexterity impairments.	
CABG 1.2	Office: The ground floor administration building offices feature office amenities set at accessible heights for all users.	All staff can access office amenities including wheelchair users and those of shorter stature.	

CABG
1.3

Reception: Good provision reception desks at the administration building that feature accessible heights on both staff and customer sides as well as adequate knee recess.

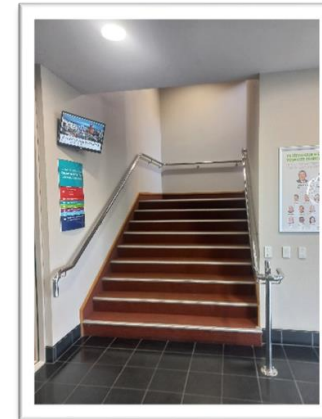
All users can access reception services including wheelchair users and those of shorter stature.



CABG
1.4

Vertical Circulation: Most internal stairs feature adequate contrast nosing for good visibility of steps as well as adequate handrail rails for mobility support.

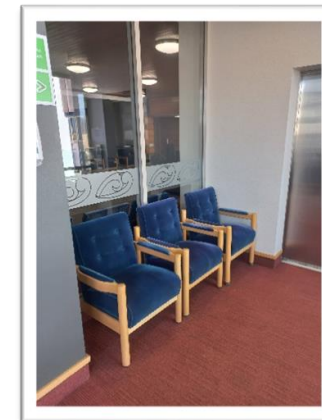
Users can navigate internal stairs including those with low vision and people with requiring mobility support.



CABG
1.5

Foyers: Good provision of seating with adequate armrests and backrests throughout various lobbies and foyers throughout the administration buildings.

Users can access seating including those who require particular mobility support.



CABG
1.6

Signage: Good provision of bilingual signage throughout the building above key entrances and rooms.

Users can locate key rooms throughout the building including those with low vision.



CABG
1.7

Hearing Support: Provision of hearing aid loops in the Council Chamber.

Users can interact with council chamber activities including those hearing aids.



CABG
1.8

Coat Hooks: The Level 1 accessible bathroom features coat hooks at varied heights

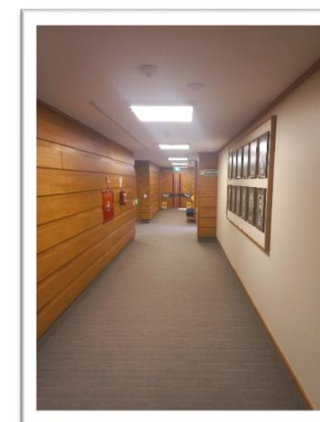
People can use bathroom amenities including wheelchair users and those of shorter stature.



CABG
1.9

Hallways: Hallways throughout the buildings feature wide thoroughfares and sufficient widths for movement by all users.

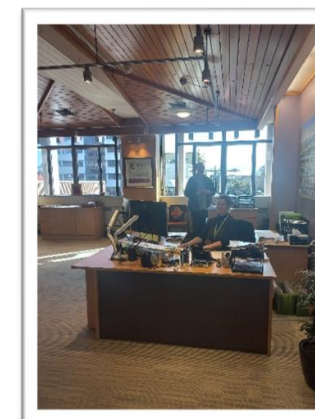
People can navigate throughout the buildings including wheelchair users and those with mobility aids.



CABG
1.10

Reception: The mayor's office reception desk features accessible heights on both customer and staff sides.

People can access reception services including wheelchair users and those of shorter stature.



CABG
1.11

Mayor's Office: The mayor's office desk features accessible heights and adequate knee recess on both sides for use by all people.

People can access mayor's desk including both wheelchair users and those of shorter stature.



CABG
1.12

Doorways: Various doorways throughout the administration building feature automatic doors which also feature clear signage.

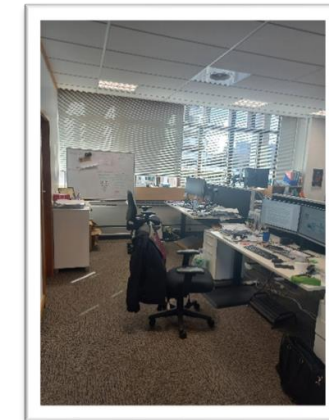
People can anticipate automatic doors and users with mobility impairments can navigate through doors.



CABG
1.13

Office: Offices desks throughout the building feature adjustable heights and sufficient knee recess clearance.

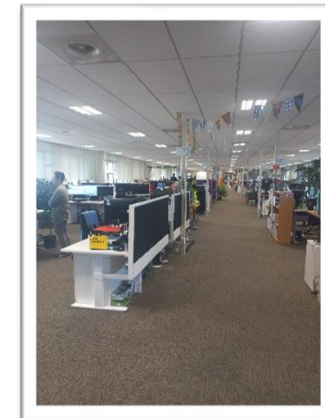
People can use office desk amenities including wheelchair users and those with mobility impairments.



CABG
1.14

Office: Good provision of pathways through most offices that accommodate a variety of users with adequate widths for all users.

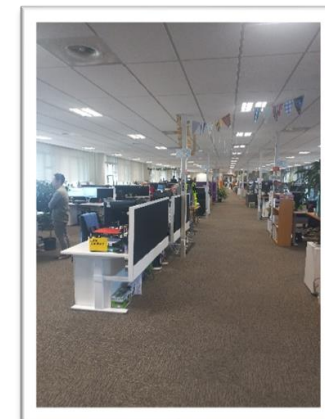
People can navigate office spaces including those with wheelchairs.



CABG
1.15

Office: Good provision of pathways through most offices that accommodate a variety of users with adequate widths for all users.

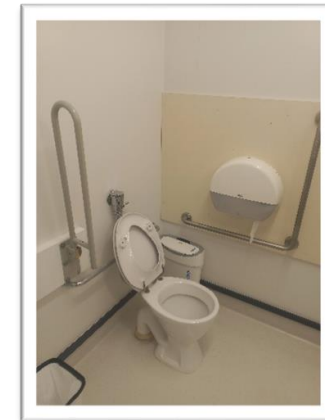
People can navigate office spaces including those with wheelchairs.



CABG
1.16

Accessible Bathroom: Good provision of an accessible bathroom with double grabrail fixtures and a suitable flush button on the Level 4 accessible bathroom.

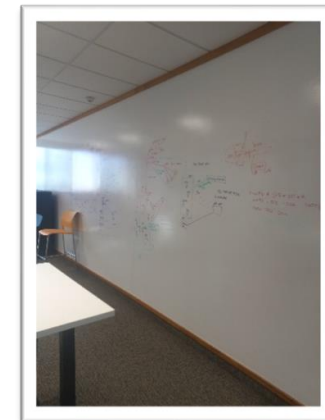
People can comfortably utilize bathroom amenities including wheelchair users and those with mobility impairments.



CABG
1.17

Office Whiteboard: Good provision of an office whiteboard that is accessible by people of all heights.

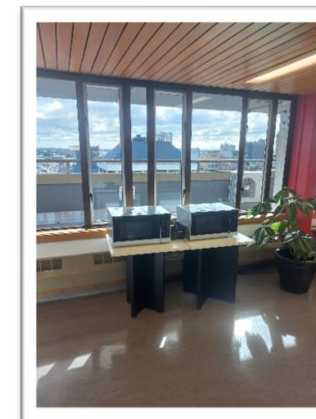
All users can use the whiteboard including wheelchair users and those of shorter stature.



CABG
1.18

Cafeteria: Good provision of microwaves at accessible heights in the Level 5 cafeteria.

All staff can use microwave amenities including wheelchair users and those of shorter stature.



CABG
1.19

Lift Access: Good provision of swipe card buttons at accessible heights.

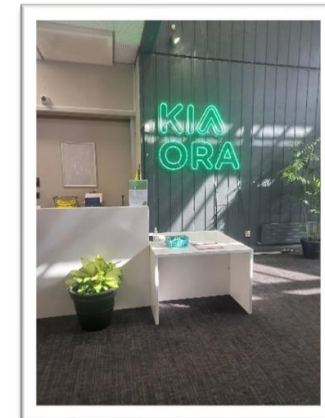
All staff can lift swipe card access including wheelchair users and those of shorter stature.



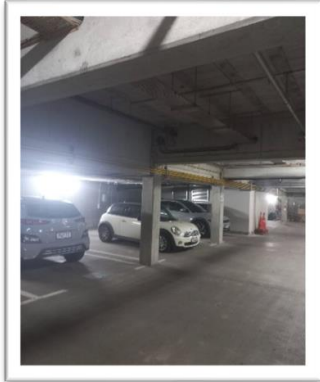
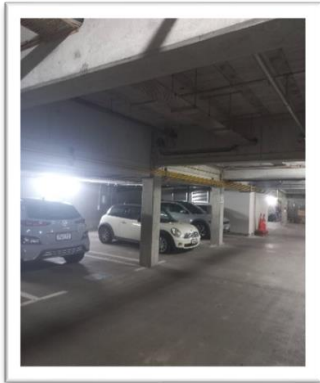
CABG
1.20

Reception: Good provision of an accessible reception counter with adequate heights and knee recess.

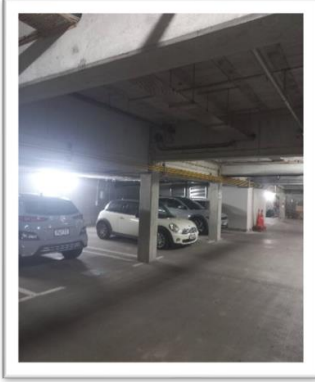
All staff can access receptions services including wheelchair users and those of shorter stature.



External Approach

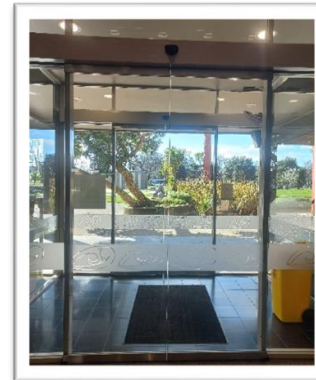
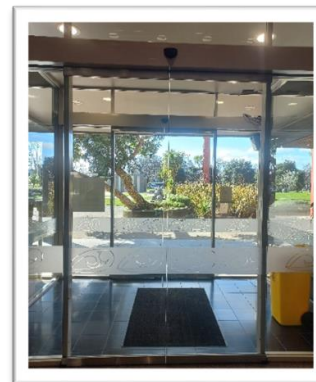
Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 2.1	Accessible Parking: Consider improving access in the future. Users are forced to traverse the carpark to access the building entrance.	Restricts access / safety hazard for users of mobility parking.	If upgrading parking area, consider relocating the accessible parking closer to the main entrance.	C	
CABG 2.2	Accessible Parking: The accessible parking features vertical signage, however, lacks road surface high contrast colour.	Restricts access for some users.	If upgrading parking area, consider improving the visibility of the parking space by applying contrasting road surface colour.	C	

CABG
2.3

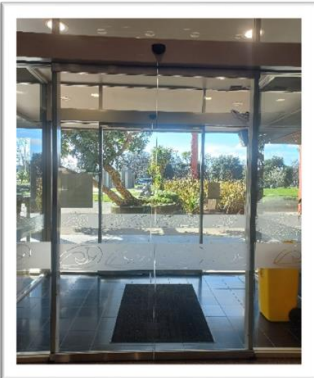
<p>Accessible Parking: Limited provision of accessible parking for both staff and public.</p>	<p>Restricts access for users who rely on accessible parking provision.</p>	<p>Consider increasing the accessible parking provision for both the basement carpark as well as on-street parking near the public entrance where possible</p>	<p>C</p>	
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Entrances



Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 3.1	Entrance Doors: The ground floor entrances to the administration building feature manifestations that are set at only one height and may not be visible for all users.	Restricts access for all users.	All manifestations should feature sufficient contrast to surroundings for improved visibility for all users. Consider ensuring that all manifestations are fixed at varied heights in line with international standards.	A	
CABG 3.2	Main Entrance: The ground floor entrances to the administration building lack sufficient contrast on the leading edges of the door.	Restricts access and poses a safety hazard for users with low vision.	Consider applying a high colour contrast strip on the leading edge of the door to highlight moving edges and improve visibility of the main entrance for all users.	A	

CABG
3.3

<p>Entrance Mat: While non-slip mats provide additional stability for some users, non-slip mats create a tripping hazard as well as instability for wheelchair users.</p> <p>This is prevalent throughout the building.</p>	<p>Safety hazard for all users including wheelchair users and those with mobility aids.</p>	<p>Consider ensuring that existing or future carpet flooring provides sufficient grip while allowing smooth movement of wheels.</p>	<p>C</p>	
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Horizontal Circulation

Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 4.1	Doorways: Poor contrast between doors and walls for some bathrooms throughout the building.	Inaccessible / restricts access and poses a safety hazard for users with low vision.	Contrast in lightness – darkness of colour shall be achieved between (b) Either the door architrave frame and the wall or the door and the wall. Ref: NZS 4121:2001, 4.10.4.1	A	 

CABG
4.2

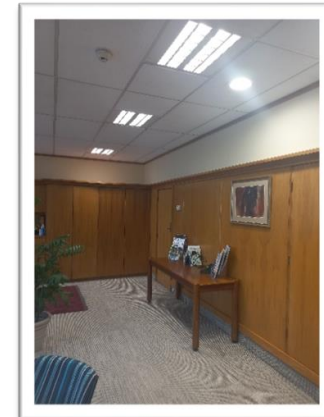
Offices: Poor contrast and visibility of some furniture in offices and meeting rooms throughout the building.

Inaccessible / restricts access and poses a safety hazard for users with low vision.

Contrast between furniture and elements of the building should be maintained.

Consider replacing the table with an alternative that features higher contrast to its surrounds and has improved visibility.

A



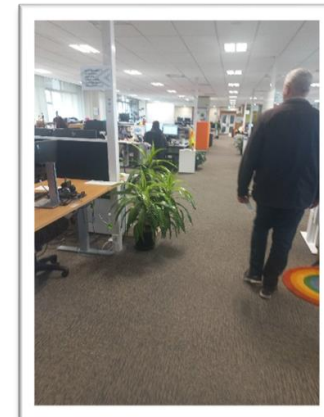
CABG
4.3

Offices: Some areas of the offices feature plants that overhang walkways and may cause trip hazard or wheel interference.

Restricts access / safety hazard for wheelchair users and those with low vision.

Consider adjusting the position of plants throughout the thoroughfares to ensure that all walkways are clear and without potential interference.

A



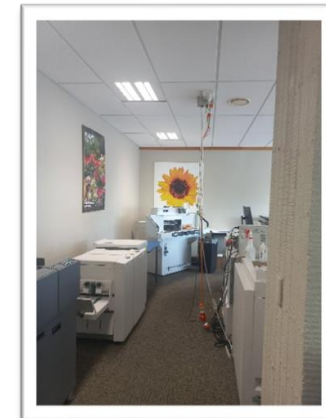
CABG
4.4

Offices: The Level 4 printing room features power cords that obstruct movement and present trip hazard for all users.

Restricts access / safety hazard for all users, particularly wheelchair users and those with low vision.

Ensure appropriate reconfiguration of power cables is achieved to maintain clear thoroughfares throughout all rooms.

A



CABG
4.5

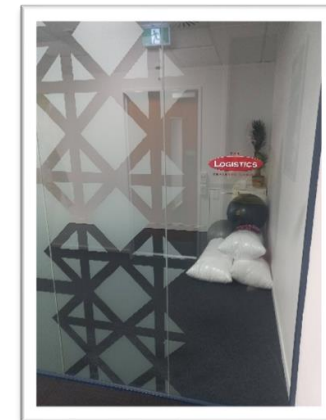
Manifestations: The windows manifestation on entrance to the Level 4 north gym may cause visual confusion for some people.

Restricts access / safety hazard for users with low vision.

Ensure all manifestations have sufficient contrast with their surrounds and are offered at varied heights.

Consider adding manifestations at a height beneath the Logistics logo to improve visibility of the glass.

A



CABG
4.6

Door Handle: The door to the Level 4 gym assessment room as well as the gym changing rooms features a door handle that may not be usable for some people.

Does not comply with current New Zealand Standard 4121:2001

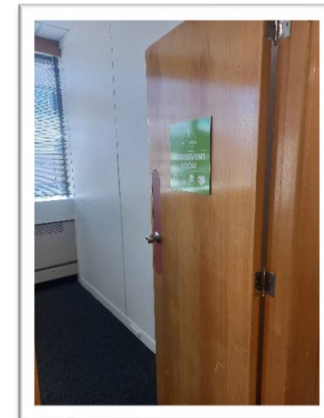
Inaccessible / restricts access for users with manual dexterity impairments.

Handles, operating locks and latches shall have a level action, so the lock is operable with a closed hand or fist.

Optimally door handles should sit at 1000mm from floor level with door lock above.

[Ref: NZS 4121:2001 7.3.7](#)

A



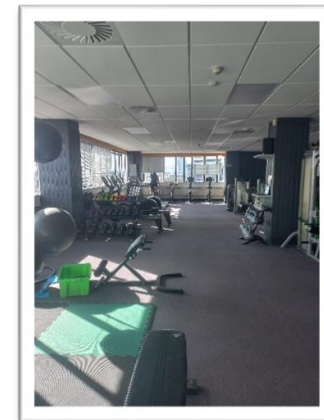
CABG
4.7

Gym: The Level 4 gym features equipment that have poor contrast with the dark coloured flooring and may not be visible for all users.

Restricts access / safety hazard for users with low vision.

All elements of the building should have good contrast and visibility. Consider using contrasting mats beneath equipment to improve visibility of the equipment.

A



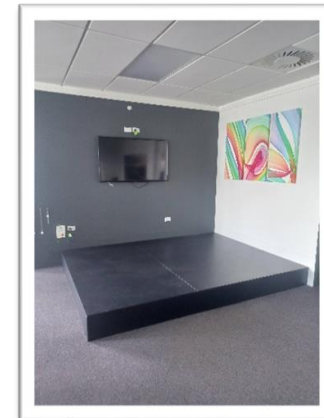
CABG
4.8

Gym: The Level 4 gym features a platform with poor colour contrast between the edges and the floor.

Restricts access / safety hazard for users with low vision.

All elements of the building should have good contrast and visibility. Consider applying contrast nosing to the edges of the platform to improve visibility for all users.

A



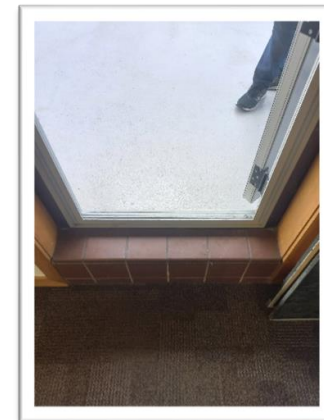
CABG
4.9

Roof Access: The Level 5 roof access doorway from the cafeteria features a change in level of more than 10cm without adequate contrast nosing.

Restricts access / safety hazard for users with low vision.

All elements of the building should have good contrast and visibility. Consider applying contrast nosing to the edges of the threshold to improve visibility.

A



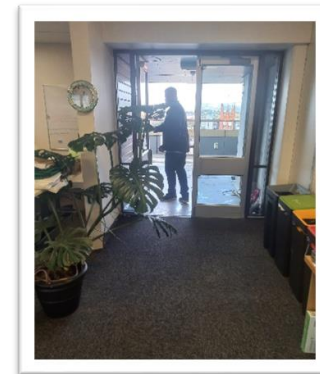
CABG
4.10

Roof Access: The Level 5 ramped roof access features plants that partially obstruct the pathway.

Restricts access / safety hazard for wheelchair users and those with low vision.

Consider adjusting the position of plants throughout the thoroughfares to ensure that all walkways are clear and without potential interference.

A



CABG
4.11

Stair Access: The front entrance stairs lack contrast nosing.

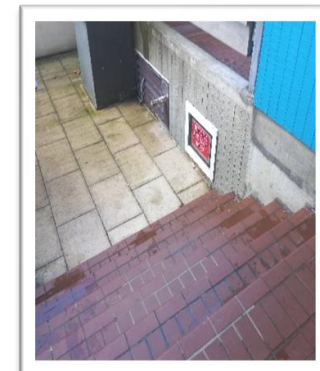
Inaccessible / restricts access for users with low vision.

All stairs should feature a clear contrast between the tread and rise of all steps, which form a flight of stairs.

Consider installing contrast nosing to the edges of each stair.

[Ref: NZS 4121:2001 4.10.5.1](#)

A



CABG
4.12

Horizontal Circulation:
The Administration Building front entrance features a white structural pillar that may not be visible for all users.

Restricts access / safety hazard for all users, particularly those with low vision.

Consider applying a contrasting colour to the pillars to improve visibility for all users.

A



CABG
4.13

Stair Access: The administration building secondary entrance stairs lack contrast nosing.

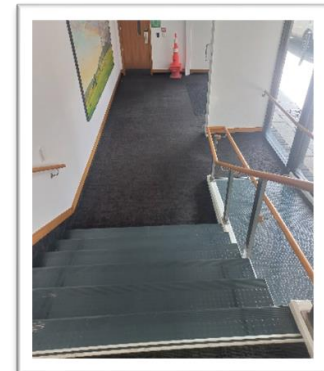
Inaccessible / restricts access for users with low vision.

All stairs should feature a clear contrast between the tread and rise of all steps, which form a flight of stairs.

Consider installing contrast nosing to the edges of each stair.

[Ref: NZS 4121:2001 4.10.5.1](#)

A



CABG
4.14

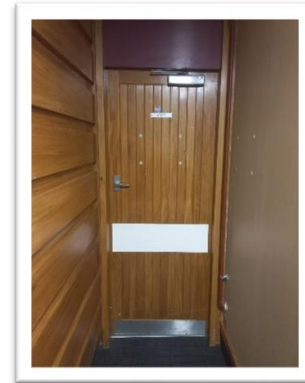
Doors: The EPS building women's bathroom door has poor contrast with the walls.

Restricts access / inaccessible for people with low vision.

Contrast in lightness darkness of colour shall be achieved between:
Either the door architrave frame and the wall or the door and the wall.

[Ref: NZS 4121:2001, 4.10.4.1\(b\)](#)

A



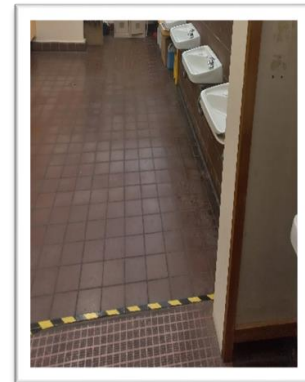
CABG
4.15

Horizontal Circulation:
The EPS building women's bathroom features a significant change in level that is highlighted by a hazard strip.

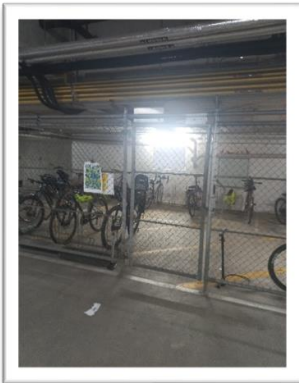
Inaccessible / restricts access for wheelchair users and those with mobility impairments and/or low vision.

When upgrading the facility, ensure that the bathroom has a flat, even floor to enable use by wheelchair users and those with mobility impairments.

A

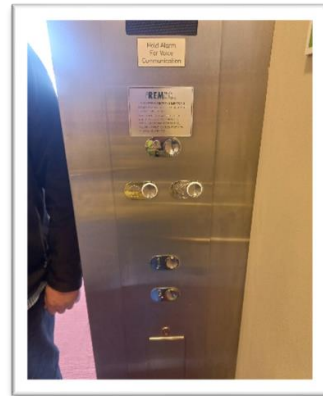
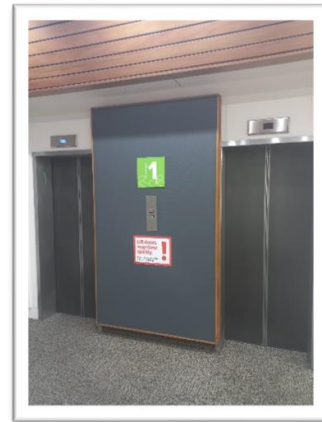


CABG
4.16

Horizontal Circulation: The gate for the bike storage in the carpark has poor contrast and may not be visible for all people.	Inaccessible / restricts access for people with low vision.	Consider highlighting the doorway with either a contrasting colour or suitable eye-level signage.	A	
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Vertical Circulation

Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 4.1	<p>Lift Access: The administration building lift features an alarm button that requires to be held down for 10 seconds on event of an emergency.</p> <p>This is set at a height that may not be within reach for some users.</p>	Restricts access for wheelchair users and those of shorter stature.	When upgrading the lift, consider ensuring that all emergency alarm buttons are within reach by all users.	C	
CABG 4.2	<p>Lift Access: Poor placement of lift buttons at a height that may not be within reach more many users.</p>	Inaccessible / restricts access for wheelchair users and those of shorter stature.	When upgrading the lift, consider repositioning lift buttons at a height of between 900-1200mm to enable use by all people.	B	

CABG
4.3

Lift Access: Poor contrast of lift buttons, reducing visibility for all users.

Restricts access for users with low vision.

When upgrading the lift, consider highlighting the lift buttons with a high contrast colour to improve visibility for all users.

B



CABG
4.4

Stairs: The south exit stairwell lacks contrast nosing which provides inadequate colour contrast for uses including those with low vision.

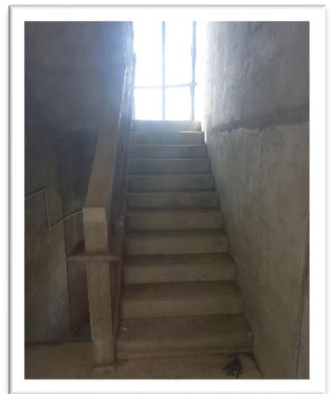
Inaccessible / restricts access for users with low vision.

All stairs should feature a clear contrast between the tread and rise of all steps, which form a flight of stairs.

Consider installing contrast nosing to the edges of each stair.

[Ref: NZS 4121:2001 4.10.5.1](#)

A



CABG
4.5

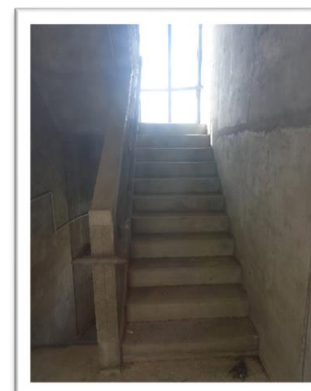
Handrails: The south exit stairwell handrails fail to contrast with surrounds.

Inaccessible / restricts access for users with low vision and older people.

Handrails should contrast with the surface on which they are placed.

Consider renewing handrails with higher contrast alternatives where possible.

A



CABG
4.6

Stairs: The EPS building stairs lack contrast nosing which provides inadequate colour contrast for uses including those with low vision.

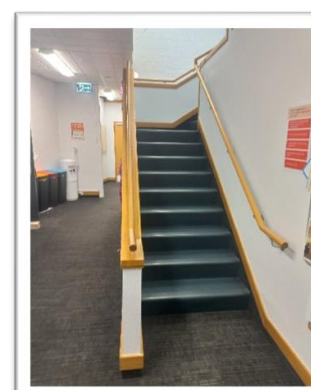
Inaccessible / restricts access for users with low vision.

All stairs should feature a clear contrast between the tread and rise of all steps, which form a flight of stairs.


Consider installing contrast nosing to the edges of each stair.

[Ref: NZS 4121:2001 4.10.5.1](#)


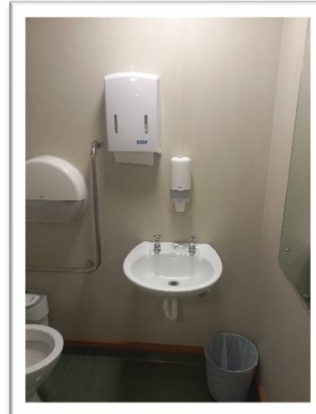
A



Sanitary Conveniences

Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 5.1	Bathrooms - Fixtures and Fittings: Poor colour contrast on fixtures and fittings (for example: sink, toilet, paper dispenser) in some bathrooms throughout the facility, including the administration building staff bathrooms,	Inaccessible / restricts access for users with low vision.	<p>All fittings should contrast visually with their background. Ensuring that the toilet seat contrasts with the toilet itself would help in the immediate to increase contrast.</p> <p>It is suggested rather than change all the fittings, choose a contrasting wall covering.</p> <p>Ref: NZS 4121:2001 10.5.10.3</p>	A	



CABG 5.2	Bathrooms - Taps: Washbasin taps throughout some bathrooms require significant manual dexterity to operate, including the Level 1 accessible bathroom,	Inaccessible / restricts access for users with manual dexterity restrictions.	Replace with a tap fitting that requires less force to use. Ref: NZS 4121:2001 10.5.8.2	B	
CABG 5.3	Bathrooms - Fixtures and Fittings: The paper towel dispenser in Level 1 accessible bathroom is fitted at an inaccessible height for many users.	Inaccessible / restricts access for wheelchair users and those with height restrictions.	Reposition the paper towel dispenser at a height of between 900mm – 1200mm above the floor. Ref: NZS 4121:2001 10.5.10.2	A	



CABG
5.4

Urinals: No provision handrails at the urinals throughout the building.

Inaccessible / restricts access for users with mobility impairments.

Consider installing grab rails for improved mobility support to the wall side of the urinals where practicable.

A



CABG
5.5

Bathrooms: The men's and women's toilet flush buttons in some bathrooms throughout the building are not usable by some people.

Inaccessible / restricts access for users with manual dexterity restrictions.

Consider replacing the toilet flush fittings with alternatives that protrude from the surface, are touch activated or otherwise do not require manual dexterity to operate.

B



CABG
5.6

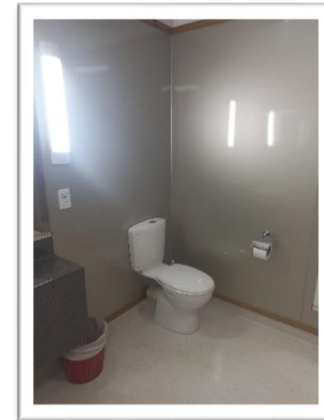
Bathrooms: The mayor's bathroom lacks various fittings which would improve the accessibility of bathroom amenities, including grab rails and toilet flush buttons that are usable by all.

Inaccessible / restricts access for people with mobility impairments and those with manual dexterity impairments.

Consider installing suitable grab rails the bathroom to improve mobility support for all users.

Consider replacing toilet flush buttons protrude from the surface to enable use by all people.

B



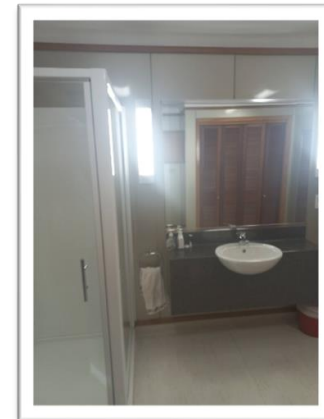
CABG
5.7

Bathrooms: The mayor's bathroom lacks sufficient clearance beneath washbasins, limiting use for wheelchair users.

Inaccessible / restricts access for wheelchair users.

Consider replacing existing washbasins with alternatives that feature sufficient under-basin clearance for use by all people.

B



CABG
5.8

Shower: The mayor's bathroom lacks provision of a step-free shower cubicle.

Inaccessible for wheelchair users and those with mobility impairments.

Consider installing an accessible shower cubicle in the mayor's office bathroom to enable use by people of all mobility levels.

C



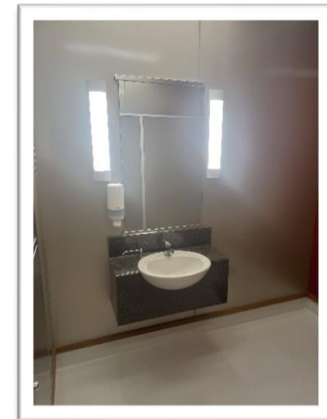
CABG
5.9

Bathrooms: Various bathrooms throughout the building features inadequate clearance beneath washbasins, limiting use for wheelchair users.

Inaccessible / restricts access for wheelchair users.

Consider replacing existing washbasins with alternatives that feature sufficient under-basin clearance for use by all people.

B



CABG
5.10

Sanitary Conveniences – Coat Hooks: Coat hooks provided in various bathrooms and changing rooms throughout the building feature coat hooks and shelving fixed at heights that may not be within reach for all people.

Inaccessible / restricts access for wheelchair users and those of shorter stature.

Consider repositioning coat hooks and shelving at a maximum height of 1350mm from the floor.

A



CABG
5.11

Family Change Room: The family change room features locks which are not usable by all people.

Inaccessible / restricts access for users with manual dexterity restrictions.

Operating locks and latches shall have a level action, so the lock is operable with a closed hand or fist.

Locks should be located between 900mm – 1200mm from finished floor level.

[Ref: NZS 4121:2001 7.3.7](#)

A



CABG
5.12

Accessible Bathroom – Door Locks: The Level 4 accessible staff bathroom features a door lock that is not usable for people with manual dexterity impairments.

Does not comply with current New Zealand Standard 4121:2001

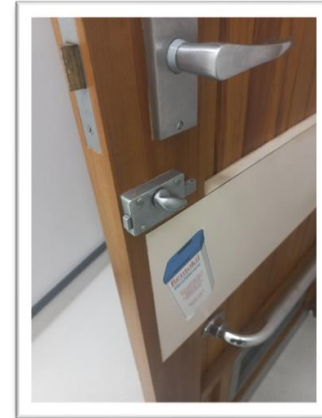
Inaccessible / restricts access for users with manual dexterity impairments.

Operating locks and latches shall have a level action, so the lock is operable with a closed hand or fist.

Locks should be located between 900mm – 1200mm from finished floor level.

[Ref: NZS 4121:2001 7.3.7](#)

A



CABG
5.13

Bathrooms - Fixtures and Fittings: Poor colour contrast on fixtures and fittings (for example: sink, toilet, paper dispenser) in some accessible bathrooms.

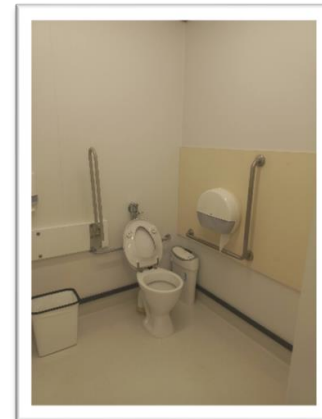
Inaccessible / restricts access for users with low vision.

All fittings should contrast visually with their background. Ensuring that the toilet seat contrasts with the toilet itself would help in the immediate to increase contrast.

It is suggested rather than change all the fittings, choose a contrasting wall covering.

[Ref: NZS 4121:2001 10.5.10.3](#)

A



CABG
5.14

Accessible Shower:
The Level 4 gym accessible shower features a shower curtain that obstructs wheelchair transfer space and has poor contrast.

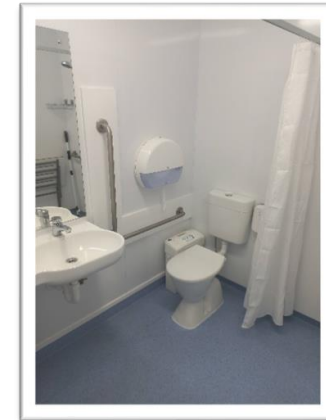
Restricts access for wheelchair users and those with mobility restrictions.

Consider ensuring that the resting place of the shower curtain does not obstruct wheelchair transfer space.

In addition, consider replacing with an alternative that has higher contrast with surroundings and better visibility.

Alternatively, change the colour of the walls to improve visibility.

A



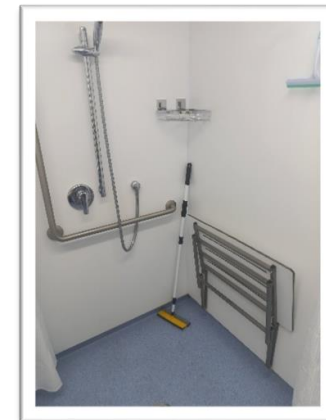
CABG
5.15

Accessible Shower:
The Level 4 gym accessible shower features a shower shelf that is fitted at a height which may not be accessible for all people.

Inaccessible for wheelchair users and those of shorter stature.

Consider repositioning the shelf at a lower height of between 900-1200mm from the floor.

A



CABG
5.16

Bathroom – Door Locks: Many men’s and women’s bathrooms feature locks that may not be usable by all people.

Inaccessible / restricts access for users with manual dexterity impairments.

Operating locks and latches shall have a level action, so the lock is operable with a closed hand or fist.

Locks should be located between 900mm – 1200mm from finished floor level.

[Ref: NZS 4121:2001 7.3.7](#)

A



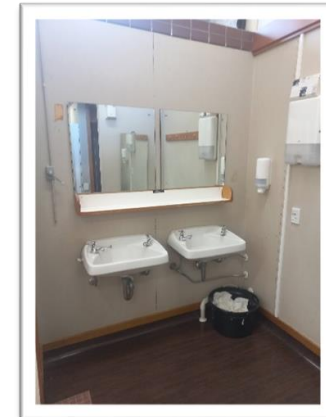
CABG
5.17

Bathroom – Fittings and Fixtures: The EPS building women’s bathroom features mirror and shelves that are not accessible by all people.

Inaccessible / restricts access for wheelchair users and those of shorter stature.

Consider repositioning the mirror to a lower height, or alternatively, install a longer mirror that will be usable for people of all heights.

A



CABG
5.18

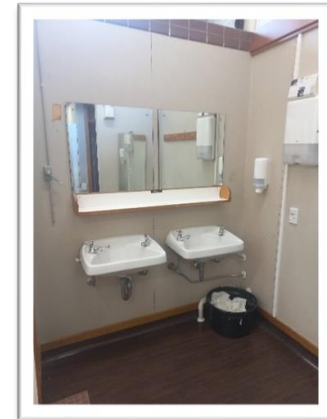
Bathroom - Fixtures and Fittings: The paper towel dispenser in the EPS women's bathroom is fitted at an inaccessible height for many users.

Inaccessible / restricts access for wheelchair users, children and those with height restrictions.

Reposition paper towel and soap dispensers at a height of between 900mm – 1200mm above the floor.

[Ref: NZS 4121:2001 10.5.10.2](#)

A



CABG
5.19

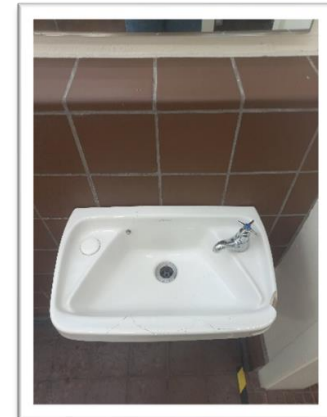
Bathrooms - Taps: Washbasin taps in the EPS bathroom requires significant manual dexterity to operate.

Inaccessible / restricts access for users with manual dexterity restrictions.

Replace with a tap fitting that requires less force to use.

[Ref: NZS 4121:2001 10.5.8.2](#)

B



CABG
5.20

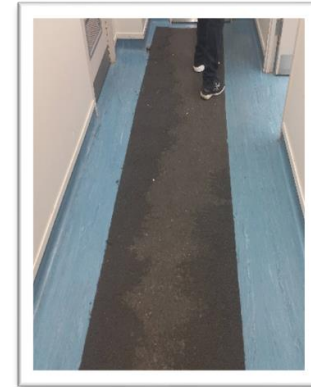
Bathroom Hallway:
The basement bathroom hallway features nonslip mats. While non-slip mats can provide additional stability for some users, the layered mat above in-built nonslip flooring creates a tripping hazard as well as instability for wheelchair users.

Safety hazard for all users including wheelchair users and those with mobility aids.

Consider replacing existing flooring with alternatives that provide sufficient grip while allowing smooth movement of wheels.

Avoid using mats to avoid trip hazards and wheel interference.

C



CABG
5.21

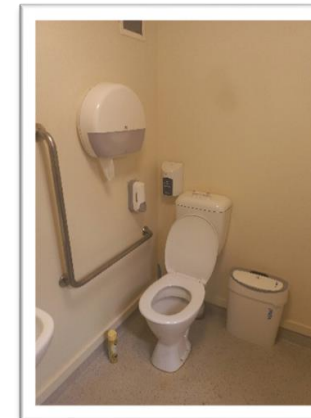
Accessible Bathroom – Fixtures and Fittings:
The EPS building accessible bathroom features a toilet paper dispenser that is not fitted within reach for all users.

Does not comply with current New Zealand Standard 4121:2001

Inaccessible / restricts access for users with mobility restrictions.

Consider refitting the toilet paper dispenser to within 300mm reach from the toilet pan.

B



CABG
5.22

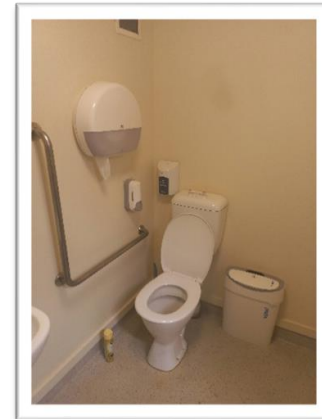
Accessible Bathroom:
The EPS building accessible bathroom only has stair access and thus cannot be considered accessible for all users.

Does not comply with current New Zealand Standard 4121:2001

Inaccessible / restricts access for most users with mobility impairments.

Consider designating an alternative bathroom as the accessible bathroom on ground level.

C



CABG
5.23

Accessible Bathroom – Door Locks: Cubicle locks in the EPS accessible bathroom are not usable by users with manual dexterity impairments.

Does not comply with current New Zealand Standard 4121:2001

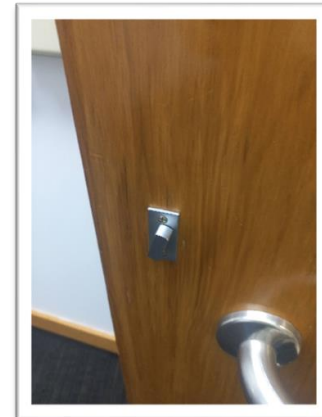
Inaccessible / restricts access for users with manual dexterity impairments.

Handles, operating locks and latches shall have a level action, so the lock is operable with a closed hand or fist.

Locks should be located between 900mm – 1200mm from finished floor level. Optimally door handle at 1000mm from floor level with door lock above.

[Ref: NZS 4121:2001 7.3.7](#)

A



CABG
5.24

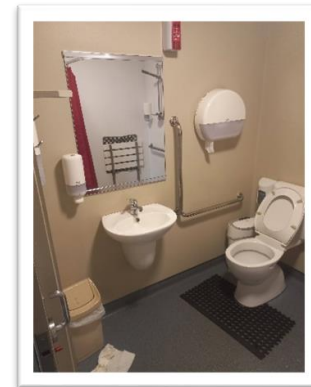
**Accessible Bathroom –
Fixtures and Fittings:**
The basement
accessible bathroom
features a toilet paper
dispenser that is not
fitted within reach for all
users.

**Does not comply with
current New Zealand
Standard 4121:2001**

Inaccessible / restricts
access for users with
mobility restrictions.

Consider refitting the
toilet paper dispenser to
within 300mm reach from
the toilet pan.

B



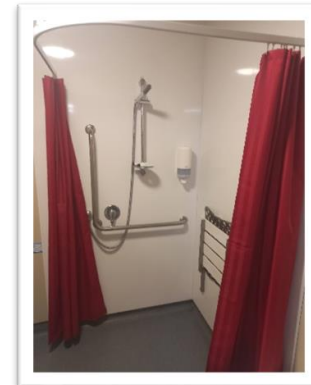
CABG
5.25

Accessible Shower:
The basement
accessible shower
bathroom features a
showerhead that rests
at a height which may
be impractical and/or
inaccessible for many
users.

Inaccessible / restricts
access for wheelchair
users and those of
shorter stature.

Ensure that the
showerhead fitting sits at
a height that does not
exceed 1200mm to
ensure that it may be
adjusted by all users.

A



CABG
5.26

Accessible Shower:
The basement accessible shower bathroom features shelves and coat hooks fitted at a height that may not be within reach for some users.

Inaccessible / restricts access for wheelchair users, children and those of shorter stature.

Consider repositioning coat hooks and shelving at a maximum height of 1350mm from the floor.

A



CABG
5.27

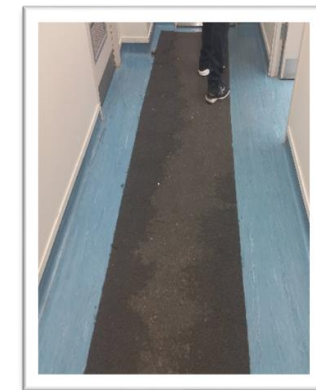
Bathroom Hallway:
The basement bathroom hallway features nonslip mats. While non-slip mats can provide additional stability for some users, the layered mat above in-built nonslip flooring creates a tripping hazard as well as instability for wheelchair users.

Safety hazard for all users including wheelchair users and those with mobility aids.


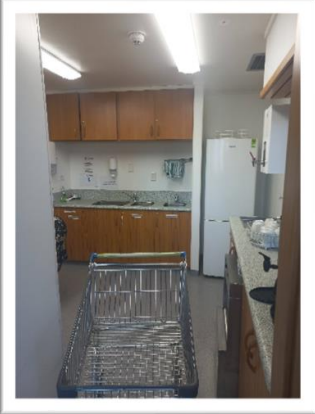
Consider replacing existing flooring with alternatives that provide sufficient grip while allowing smooth movement of wheels.

Avoid using mats to avoid trip hazards and wheel interference.


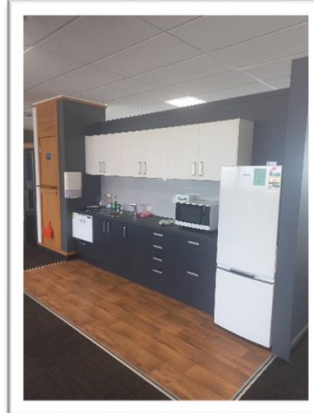
C



Facilities

Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 6.1	Kitchen: The buildings feature various kitchens and kitchenettes that do not feature adequate knee recess clearance nor accessible heights for wheelchair users or those with height restrictions.	Inaccessible / restricts access for wheelchair users and those with height restrictions.	<p>When considering possible future renovation, consider installing a kitchen bench that features a minimum clear width opening beneath the surface of at least 900mm and a maximum height of 775mm from the floor to allow for a front approach by a wheelchair with adequate knee recess.</p> <p>Ensure that taps and appliance controls can be reached by users at all heights.</p> <p>Ref: NZS 4121:2001 14.7.4.2</p>	C	 



				 
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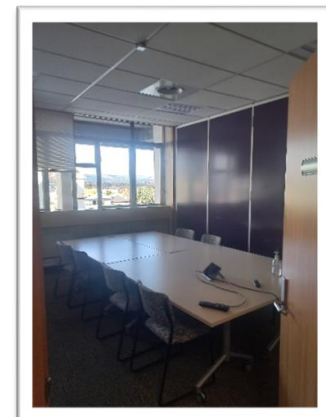
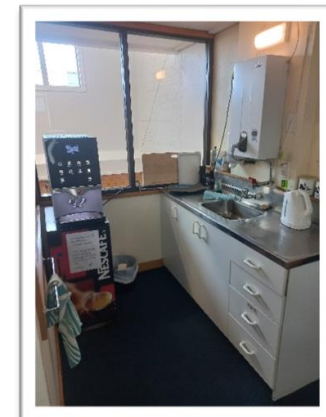
CABG
6.2

Meeting Rooms: Some meeting rooms feature seating that has poor contrast and visibility within its surrounds.

Restricts access for users with low vision.

Consider updating either carpet or seating with alternative higher contrast options that create greater visibility of all elements of the building for all users.

B



CABG
6.3

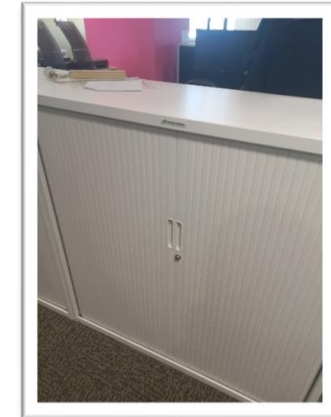
Cabinets: Some cabinets throughout the offices feature handles that may not be usable or visible for some people.

Restricts access for users with low vision and those with manual dexterity impairments.

Handles and latches should have level action, so they are operable with a closed hand or fist.

Consider choosing alternative handles that protrude with level action and have good contrast to surrounds to improve visibility.

A



CABG
6.4

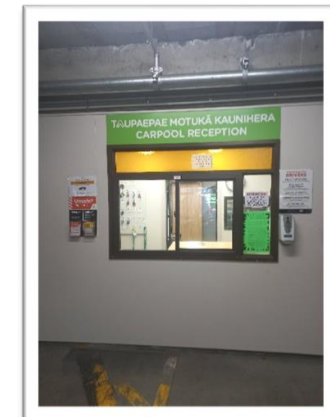
Reception: The basement carpark Carpool Reception lacks an accessible counter.

Inaccessible / restricts access for wheelchair users and/or those with height restrictions and those of shorter stature.

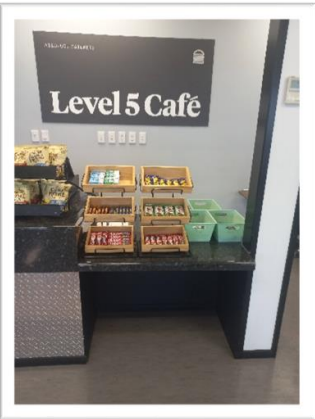
When assessing future facility upgrade, consider installing a reception desk which features varied heights for use by users of varied heights including wheelchair users, with an option for accessible desk height at 755mm, with appropriate knee recess.

[Ref: NZS 4121:2001 11.1.1](#)

A

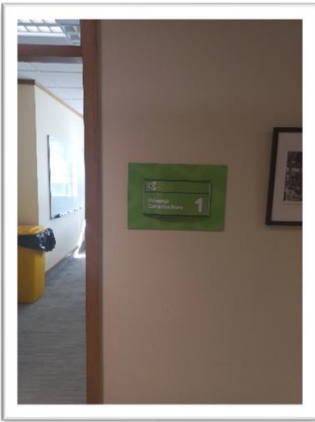
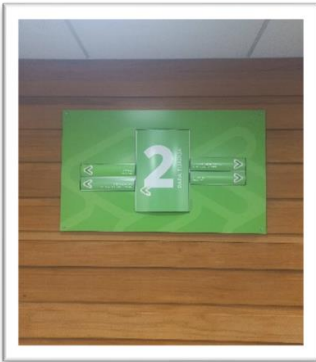


CABG
6.5

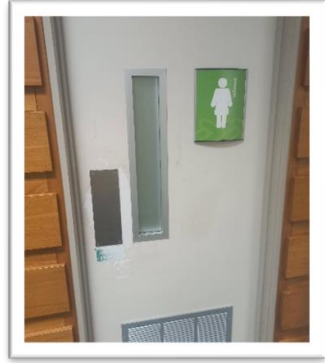
<p>Cafeteria: The Level 5 cafeteria features an accessible front counter with adequate knee recess and accessible heights however is currently cluttered and not available for use.</p>	<p>Inaccessible / restricts access for wheelchair users and those with height restrictions.</p>	<p>Consider rearranging the front counter to maintain a clear accessible counter for all users.</p> <p>Consider using this as a primary counter to enable use by everyone.</p>	<p>A</p>	
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Signage, Wayfinding & Lighting

Ref.	Observation	Impact	Mitigation	Priority	Image
CABG 7.1	Signage: Pictogram and text on signage throughout the facility (no braille, not embossed).	Inaccessible to blind people. Inaccessible to people who do not recognise pictograms.	The most accessible sign is one which contains braille, large, embossed print, and embossed pictogram. Always accompany a pictogram with legible text as some users may not understand the pictograms. Ref: Blind Low Vision NZ Accessible Signage Guidelines, Section 1	A	
CABG 7.2	Signage: Signage at lift lobbies features some text that is very small and may not be legible for many users.	Inaccessible / restricts access for users with low vision.	When upgrading signage, consider increasing the size of text on directional signage to improve access for all users.	B	

CABG
7.3

<p>Signage: Signage on some bathrooms feature pictograms and Māori text only.</p>	<p>Inaccessible / restricts access for users who do not recognise pictograms and who do not read Māori.</p>	<p>The most accessible sign is one which contains braille, large, embossed print, and embossed pictogram.</p> <p>Always accompany a pictogram with legible text as some users may not understand the pictograms.</p> <p>Ref: Blind Low Vision NZ Accessible Signage Guidelines, Section 1</p>	<p>A</p>	
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Element	Reference	Observation
Highlights	CABG 1.1	Sanitary Conveniences: Good
Highlights	CABG 1.2	Office: The ground floor
Highlights	CABG 1.3	Reception: Good provision
Highlights	CABG 1.4	Vertical Circulation: Most
Highlights	CABG 1.5	Foyers: Good provision of
Highlights	CABG 1.6	Signage: Good provision of
Highlights	CABG 1.7	Hearing Support: Provision of
Highlights	CABG 1.8	Coat Hooks: The Level 1
Highlights	CABG 1.9	Hallways: Hallways throughout
Highlights	CABG 1.10	Reception: The mayor's office
Highlights	CABG 1.11	Mayor's Office: The mayor's
Highlights	CABG 1.12	Doorways: Various doorways
Highlights	CABG 1.13	Office: Offices desks
Highlights	CABG 1.14	Office: Good provision of
Highlights	CABG 1.15	Office: Good provision of
Highlights	CABG 1.16	Accessible Bathroom: Good
Highlights	CABG 1.17	Office Whiteboard: Good
Highlights	CABG 1.18	Cafeteria: Good provision of
Highlights	CABG 1.19	Lift Access: Good provision of
Highlights	CABG 1.20	Reception: Good provision of
External Approach	CABG 2.1	Accessible Parking:
External Approach	CABG 2.2	Accessible Parking: The
External Approach	CABG 2.3	Accessible Parking:
Entrances	CABG 3.1	Entrance Doors: The
Entrances	CABG 3.2	Main Entrance: The
Entrances	CABG 3.3	Entrance Mat: While
Horizontal Circulation	CABG 4.1	Doorways: Poor
Horizontal Circulation	CABG 4.2	Offices: Poor contrast
Horizontal Circulation	CABG 4.3	Offices: Some areas of
Horizontal Circulation	CABG 4.4	Offices: The Level 4
Horizontal Circulation	CABG 4.5	Manifestations: The
Horizontal Circulation	CABG 4.6	Door Handle: The door
Horizontal Circulation	CABG 4.7	Gym: The Level 4 gym
Horizontal Circulation	CABG 4.8	Gym: The Level 4 gym

Horizontal Circulation	CABG 4.9	Roof Access: The Level
Horizontal Circulation	CABG 4.10	Roof Access: The Level
Horizontal Circulation	CABG 4.11	Stair Access: The front
Horizontal Circulation	CABG 4.12	Horizontal Circulation:
Horizontal Circulation	CABG 4.13	Stair Access: The
Horizontal Circulation	CABG 4.14	Doors: The EPS
	CABG 4.15	Horizontal Circulation:
	CABG 4.16	Horizontal Circulation:
Vertical Circulation	CABG 5.1	Lift Access: The
Vertical Circulation	CABG 5.2	Lift Access: Poor
Vertical Circulation	CABG 5.3	Lift Access: Poor
Vertical Circulation	CABG 5.4	Stairs: The south exit
Vertical Circulation	CABG 5.5	Handrails: The south
Vertical Circulation	CABG 5.6	Stairs: The EPS
Sanitary Conveniences	CABG 6.1	Bathrooms - Fixtures
Sanitary Conveniences	CABG 6.2	Bathrooms - Taps:
Sanitary Conveniences	CABG 6.3	Bathrooms - Fixtures
Sanitary Conveniences	CABG 6.4	Urinals: No provision
Sanitary Conveniences	CABG 6.5	Bathrooms: The men's
Sanitary Conveniences	CABG 6.6	Bathrooms: The
Sanitary Conveniences	CABG 6.7	Bathrooms: The
Sanitary Conveniences	CABG 6.8	Shower: The mayor's
Sanitary Conveniences	CABG 6.9	Bathrooms: Various
Sanitary Conveniences	CABG 6.10	Sanitary
Sanitary Conveniences	CABG 6.11	Family Change Room:
Sanitary Conveniences	CABG 6.12	Accessible Bathroom –
Sanitary Conveniences	CABG 6.13	Bathrooms - Fixtures
Sanitary Conveniences	CABG 6.14	Accessible Shower:
Sanitary Conveniences	CABG 6.15	Accessible Shower:
Sanitary Conveniences	CABG 6.16	Bathroom – Door
Sanitary Conveniences	CABG 6.17	Bathroom – Fittings
Sanitary Conveniences	CABG 6.18	Bathroom - Fixtures
Sanitary Conveniences	CABG 6.19	Bathrooms - Taps:
Sanitary Conveniences	CABG 6.20	Bathroom Hallway:
Sanitary Conveniences	CABG 6.21	Accessible Bathroom –
Sanitary Conveniences	CABG 6.22	Accessible Bathroom:
Sanitary Conveniences	CABG 6.23	Accessible Bathroom –
Sanitary Conveniences	CABG 6.24	Accessible Bathroom –
Sanitary Conveniences	CABG 6.25	Accessible Shower:
Sanitary Conveniences	CABG 6.26	Accessible Shower:
Sanitary Conveniences	CABG 6.27	Bathroom Hallway:
Facilities	CABG 7.1	Kitchen: The buildings
Facilities	CABG 7.2	Meeting Rooms: Some
Facilities	CABG 7.3	Cabinets: Some
Facilities	CABG 7.4	Reception: The
Facilities	CABG 7.5	Cafeteria: The Level 5
Signage, Wayfinding & L	CABG 8.1	Signage: Pictogram and
Signage, Wayfinding & L	CABG 8.2	Signage: Signage at lift
Signage, Wayfinding & L	CABG 8.3	Signage: Signage on

Impact	Mitigation	Priority
People can use toilet amenities		
All staff can access office		
All users can access reception		
Users can navigate internal stairs		
Users can access seating including		
Users can locate key rooms		
Users can interact with council		
People can use bathroom		
People can navigate throughout the		
People can access reception		
People can access mayor's desk		
People can anticipate automatic		
People can use office desk		
People can navigate office spaces		
People can navigate office spaces		
People can comfortably utilize		
All users can use the whiteboard		
All staff can use microwave		
All staff can lift swipe card access		
All staff can access receptions		
Restricts access / safety	If upgrading parking area,	C
Restricts access for	If upgrading parking area,	C
Restricts access for	Consider increasing the	C
Entrance Doors: The	All manifestations should	A
Restricts access and	Consider applying a high	A
Safety hazard for all	Consider ensuring that	C
Inaccessible / restricts	Contrast in lightness –	A
Inaccessible / restricts	Contrast between	A
Restricts access / safety	Consider adjusting the	A
Restricts access / safety	Ensure appropriate	A
Restricts access / safety	Ensure all manifestations	A
Does not comply with	Handles, operating locks	A
Restricts access / safety	All elements of the	A
Restricts access / safety	building should have	A

Restricts access / safety	All elements of the	A
Restricts access / safety	position of plants	A
Inaccessible / restricts	All stairs should feature a	A
Restricts access / safety	Consider applying a	A
Inaccessible / restricts	All stairs should feature a	A
Restricts access /	Contrast in lightness	A
Inaccessible / restricts	When upgrading the	A
Inaccessible / restricts	Consider highlighting the	A
Restricts access for	consider ensuring that all	C
Inaccessible / restricts	consider repositioning lift	B
Restricts access for users	When upgrading the lift,	B
Inaccessible / restricts	All stairs should feature a	A
Inaccessible / restricts	Handrails should contrast	A
Inaccessible / restricts	All stairs should feature a	A
Inaccessible / restricts	All fittings should contrast	A
Inaccessible / restricts	Replace with a tap fitting	B
Inaccessible / restricts	Reposition the paper	A
Inaccessible / restricts	Consider installing grab	A
Inaccessible / restricts	Consider replacing the	B
Inaccessible / restricts	Consider installing	B
Inaccessible / restricts	Consider replacing	B
Inaccessible for	Consider installing an	C
Inaccessible / restricts	Consider replacing	B
Inaccessible / restricts	Consider repositioning	A
Inaccessible / restricts	Operating locks and	A
Does not comply with	Operating locks and	A
Inaccessible / restricts	All fittings should contrast	A
Restricts access for	Consider ensuring that	A
Inaccessible for	Consider repositioning	A
Inaccessible / restricts	Operating locks and	A
Inaccessible / restricts	Consider repositioning	A
Inaccessible / restricts	Reposition paper towel	A
Inaccessible / restricts	Replace with a tap fitting	B
Safety hazard for all	Consider replacing	C
Does not comply with	Consider refitting the	B
Does not comply with	Consider designating an	C
Does not comply with	Handles, operating locks	A
Does not comply with	Consider refitting the	B
Inaccessible / restricts	Ensure that the	A
Inaccessible / restricts	Consider repositioning	A
Safety hazard for all	Consider replacing	C
Inaccessible / restricts	possible future	C
Restricts access for users	Consider updating either	B
Restricts access for users	Handles and latches	A
Inaccessible / restricts	When assessing future	A
Inaccessible / restricts	Consider rearranging the	A
Inaccessible to blind	The most accessible sign	A
Inaccessible / restricts	When upgrading signage,	B
Inaccessible / restricts	The most accessible sign	A

COMMITTEE WORK SCHEDULE

TO: Community Committee

MEETING DATE: 20 March 2024

TITLE: Committee Work Schedule - March 2024

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Community Committee receive its Work Schedule dated March 2024.

COMMITTEE WORK SCHEDULE – MARCH 2024

Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause number
20-Mar-2024	Welcoming Communities Annual Report	Chief Customer Officer		4-November 2020 Clause 43-20
20-Mar-2024	Annual Sector Lead Report: Housing Advice Centre	Chief Customer Officer		Terms of Reference
20-Mar-2024	Annual Sector Lead Report: Manawātū Multicultural Centre	Chief Customer Officer		Terms of Reference
20-Mar-2024	Annual Sector Lead Report: Te Pū Haraakeke Community Collective Manawātū	Chief Customer Officer		Terms of Reference
20-Mar-2024	Annual Sector Lead Report: Te Tihī o Ruahine Whānau Ora Alliance	Chief Customer Officer		Terms of Reference
20-Mar-2024	Community Housing Partnership Plan Update	Chief Customer Officer/ Chief Planning Officer		31-May-2023 Clause 88.9-23

12 Jun 2024	Develop a City Wide Food Resilience and Security Policy	Chief Planning Officer	Moved to Sustainability Committee 22 May 2024	31 May 2023 Clause 88.10-23
12 Jun 2024	Annual Report on Library Services	Chief Customer Officer		24 May 2023 Clause 22-23
12 Jun 2024	Pasifika Reference Group - Annual Presentation	Chief Customer Officer		
12 Jun 2024	Seniors Reference Group - Annual Presentation	Chief Customer Officer		
23 Oct 2024	Disability Reference Group - Annual Presentation	Chief Customer Officer		
23 Oct 2024	Develop an Age Friendly Plan	Chief Customer Officer/ Chief Planning Officer		31 May 2023 Clause 88.15-23
23 Oct 2024	Annual Report - Community Funding Allocation 2023/24	Chief Customer Officer		Rec 1c of the Community Grants & Events Funding Review - May 2021
TBC	Actions and resources required to sign up to the Accessibility Charter	Chief Customer Officer		22 Nov 2023 Clause 38-23
TBC	Expressions of Interest for a partnership-based approach to providing a natural burial site in PN	Chief Infrastructure Officer		22 Nov 2023 Clause 47 Council 1 Jun 2022 Clause 60-22