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# **PALMERSTON NORTH CITY COUNCIL**

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AGENDA

## **COUNCIL**

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**9:00 AM, WEDNESDAY 1 MAY 2024**

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

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# MEMBERS

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<b>Grant Smith (Mayor)</b>	
<b>Debi Marshall-Lobb (Deputy Mayor)</b>	
<b>Mark Arnott</b>	<b>Leonie Hapeta</b>
<b>Brent Barrett</b>	<b>Lorna Johnson</b>
<b>Rachel Bowen</b>	<b>Billy Meehan</b>
<b>Vaughan Dennison</b>	<b>Orphée Mickalad</b>
<b>Lew Findlay (QSM)</b>	<b>Karen Naylor</b>
<b>Roly Fitzgerald</b>	<b>William Wood</b>
<b>Patrick Handcock (ONZM)</b>	<b>Kaydee Zabelin</b>

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

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**Waid Crockett**

**Chief Executive | PALMERSTON NORTH CITY COUNCIL**

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

# **COUNCIL MEETING**

1 May 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 matters.

6.     **Presentation - Changes to Featherston Street** Page 7
  
7.     **Featherston Street Cycleway Project - Stakeholder Engagement Review** Page 9  
 Memorandum, presented by Masooma Akhter, Business Assurance Manager.
  
8.     **Confirmation of Minutes** Page 23  
 "That the minutes of the ordinary meeting of 3 April 2024 Part I Public be confirmed as a true and correct record."
  
9.     **Notice of Motion - Māori Wards** Page 35  
 Presented by Councillor Kaydee Zabelin.
  
10.    **Nature Calls Quality Assurance Framework** Page 41  
 Memorandum, presented by Masooma Akhter, Business Assurance Manager & Mike Monaghan, Group Manager - Three Waters.
  
11.    **Adoption of Nature Calls Steering Group Terms of Reference** Page 55  
 Report, presented by Mike Monaghan. Group Manager Three Waters.
  
12.    **2023 Residents' Survey Action Plan** Page 63  
 Memorandum, presented by Andrew Boyle, Head of Community Planning and Jessica Ballinger, Marketing Manager.
  
13.    **Progress report: Youth Well-being Forum and Plan** Page 71  
 Memorandum, presented by Remy Waldteufel-Irvine, Youth Services Team Leader, and Anton Carter, Group Manager Community Services.
  
14.    **Age Friendly Progress Report** Page 115  
 Memorandum, presented by Kerry Hocquard, Community Development Advisor and Amy Viles, Acting Community Development Manager.

- 15. Elected Members' Meeting Attendance Statistics - 1 July 2023 to 31 December 2023** Page 139

Memorandum, presented by Hannah White - Democracy & Governance Manager.

- 16. Summerhays Street Redevelopment - Partnership Models** Page 143

Report, presented by Bryce Hosking, Group Manager - Property and Resource Recovery, and Anna Saunders, Capital Projects Officer.

- 17. Council Work Schedule** Page 161

## RECOMMENDATIONS FROM COMMITTEE MEETINGS

- 18. Presentation of the Part I Public Culture & Sport Committee Recommendations from its 27 March 2024 Meeting** Page 165

- 19. Presentation of the Part I Public Economic Growth Committee Recommendations from its 24 April 2024 Meeting** Page 167

- 20. Karakia Whakamutunga**

- 21. 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
22.	Minutes of the ordinary meeting -	For the reasons set out in the ordinary minutes of 3	

	Part II Confidential - 3 April 2024	April 2024, held in public present.	
23.	Renewal of Contract Term - Road Maintenance, Renewal, and Capital Improvement Services Contract	NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings	s7(2)(i)
24.	Summerhays Street Redevelopment - Expressions of Interest Feedback	THIRD PARTY COMMERCIAL: Disclosing the information could harm a company's commercial position and NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings	s7(2)(b)(ii) and s7(2)(i)
25.	Whakarongo Land Swap with Summerset Retirement Village	NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings	s7(2)(i)
26.	District Licensing Committee- Additional Commissioner	PRIVACY: This information needs to be kept private to protect personal information that is confidential or sensitive. This includes people who are no longer alive	s7(2)(a)
27.	Part IIB - Confirmation of Minutes - 3 April 2024	PRIVACY: This information needs to be kept private to protect personal information that is confidential or sensitive. This includes people who are no longer alive	s7(2)(a)

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

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

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

## **PRESENTATION**

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Presentation - Changes to Featherston Street

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### **RECOMMENDATION TO COUNCIL**

1. That the Council receive the presentation for information.
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### **SUMMARY**

Mark Bell-Booth and Brian Holmes, owner of Ebony Coffee will present to Council on the changes to Featherston Street.

### **ATTACHMENTS**

Nil



## MEMORANDUM

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Featherston Street Cycleway Project - Stakeholder Engagement Review

**PRESENTED BY:** Masooma Akhter, Business Assurance Manager

**APPROVED BY:** Donna Baker, Acting Chief Executive Unit Manager

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### RECOMMENDATION TO COUNCIL

1. That Council receive the memorandum titled 'Featherston Street Cycleway Project – Stakeholder Engagement Review' and its attachment, presented on 1 May 2024.
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### 1. ISSUE

In September 2023, Council passed the following resolution:

"That the Chief Executive provide a Business Assurance Report on Featherston Street Cycleway and Safety Improvements process and engagement"

This memorandum presents the outcome of this resolution.

### 2. BACKGROUND

In 2019 Council approved the Urban Cycle Network Masterplan (Masterplan) through the Long Term Plan (LTP) process. This Masterplan was consulted on with the community through the formal LTP consultation process. The plan highlighted that Featherston Street was a key priority for an improved cycleway.

PNCC confirmed the following funding from Waka Kotahi NZ Transport Agency (NZTA) to put towards this project.

- Streets for People programme \$1.875M
- Transport Choices programme \$2.6M

Stakeholder engagement commenced when the first fund was made available in September 2023 allowing for the feedback to inform the concept designs. Co-design workshops were also undertaken to allow for stakeholder feedback to be taken into consideration in real-time rather than retrospectively.

An independent review has been completed of the stakeholder engagement processes for this project. During this review, Elected Members and key internal

stakeholders were interviewed, and all project documentation that supported the engagement process was reviewed.

Refer to the attachment to see the outcome of this review.

### 3. MANAGEMENT COMMENT BY CHIEF EXECUTIVE

Overall, I feel that the report provides a good balance on the engagement undertaken on this project. As noted in the report it has probably been the most extensive engagement and/or opportunity provided to the community to engage in a project.

There are always learnings from these processes, such as provision of information to Elected Members (including ongoing communication) and perhaps longer trial periods to ensure that there are no unintended consequences. I'm confident these will be taken on board as we move forward with future work programmes.

### 4. NEXT STEPS

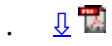
It is intended that any learnings from this review are taken into consideration for any stakeholder engagement processes for projects of a similar nature in the future.

### 5. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Active Communities	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This report is presented as a business assurance activity in response to the business assurance plan endorsed by Council.

### ATTACHMENTS

- 1 Featherston Street Cycleway Project - Stakeholder Engagement Review Report



# Featherston Street Cycleway Project

## Stakeholder Engagement Review



**Business Assurance Division**  
April 2024

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## Report on Featherston Street Cycleway Project – Stakeholder Engagement Processes

### Objective & Scope

The overall objective of this review is to provide assurance over the effectiveness of the stakeholder engagement processes undertaken for the Featherston Street Cycleway design. This includes the level of engagement undertaken.

### Background & Context

In 2019 Council approved the Urban Cycle Network Masterplan (Masterplan) through the Long Term Plan (LTP) process.

The Masterplan highlighted challenges such as the unacceptable level of deaths and serious injuries on our streets, increasing obesity and the threat of climate change. Noting that many people are struggling to afford the basic necessities of life while spending a large part of their income on automobile transport. Safe cycleways were acknowledged as part of the answer.

This Masterplan envisioned an Urban Cycle Network investment resulting in an environment and culture change that enabled people in Palmerston North to choose cycling more often. This Masterplan was consulted on with the community through the formal LTP consultation process. The plan highlighted that Featherston Street was a key priority for an improved cycleway and through the funding opportunities made available by Waka Kotahi NZ Transport Agency (NZTA), this work was able to be completed earlier than when PNCC would have delivered it.

The benefits shared with the community on why Featherston Street Cycleway Project was being completed included:

- To reduce deaths and serious injuries for vulnerable road users (children, people with disabilities, pedestrians, people on bikes).
- To create more transport choices so people can choose how they get to where they live, work, shop and play.
- To ensure that walking, cycling and public transport are safe, convenient and genuine transport options for anyone in the community.
- Supporting safer speeds outside of schools.

### Summary of Funding Received

NZTA introduced a Streets for People programme that was intended to support Councils with “creating a healthier future by putting people and place at the heart of our streets”. PNCC had a total budget of \$2,083,000 to invest in the cycleway network over a 800m area on Featherston Street (Aroha Street to North Street). Of this, NZTA funded 90% (\$1,875,000). This fund was made available to PNCC in September 2022.

Early 2023, NZTA made another fund available to PNCC through the Transport Choices programme. The purpose of this programme was to provide people with a range of effective travel choices and to enable PNCC deliver this, \$4,892,500 was made available. NZTA required this fund to be utilised by

the end of June 2024, which meant that projects would have to be designed, agreed, procured and implemented within that period.

To ensure that the projects taken on were achievable and able to be delivered within the short timeframe available, Officers consolidated the complete Cycling Infrastructure programme for 2023/24 into the following:

- Two sections of Featherston Street to complete the cycling network between Botanical Road and Ruahine Street in conjunction with the Streets for People fund. This would include Botanical Road to Aroha Street (1.2km) and North Street to Ruahine Street (1.3km).
- A solution for Summerhill Drive that would link that part of the city with Fitzherbert Avenue.

Of the \$4,892,500 from NZTA, \$2,600,000 was allocated to Featherston Street.

### Summary of Engagement

Engagement with the community was initiated shortly after the Streets for People funding was made available in September 2022. It was acknowledged by Officers that a key part of this project was to bring the community along on the journey as PNCC moved from ideas to design to implementation to monitoring. Whereas previously, a more traditional consultative process would have been undertaken, where the engineers would have designed some options and asked for feedback. For this project community feedback was sought prior to the designs being built.

At first, Officers sought feedback from the community, and met with more than 100 businesses, schools and organisations to discuss their needs.

Subsequently a co-design process took place over three workshops and involved residents, businesses, motorists, people with disabilities, schools, board members, medical staff, emergency services, children, and a wide range of others. Elected Members and management also participated. This process was intended to capture the needs of all road users in a collaborative manner. The designers then used all the feedback to design the new street and form recommendations for Elected Members.

During the design phase, Officers also talked to businesses about their specific needs, such as parking.

Appendix one provides further details on the timeline and engagement that was undertaken.

### Summary of Findings

During this review, several documents were reviewed and internal stakeholders (project team and governance members) were interviewed (Appendix 2). Each was asked for their views on the engagement process and if there were any learnings that could be carried into future projects. Key findings and learnings have been summarised below:

#### Roles & Responsibilities of Project Team:

During the review we noted that a governance group and a project team were set up for this project. To support the effective operation of these groups we noted that a governance plan (substitute for terms of reference) was established however during interviews we noted that some team members were not clear on the roles and responsibilities of other team members and where decision making authority sat. Through a review of the governance plan (and through interviews) we noted that it was a high level document that may not have been effectively communicated to the team. Reliance was

placed on a small number of key staff and where they were unavailable then decision making was seen to slow down.

It was noted that due to turnover of staff in the governance group, there were some challenges with the continuity of knowledge.

The project was led out by Active Transport and through interviews and a review of the feedback received, we noted that there was a perception that the project team was leaning towards a predetermined outcome raising risks around objectivity. We did not observe any evidence of this being the case.

#### Co-Design Workshops:

Majority of interviewees were pleased with the co-design workshops. There was agreement that these were facilitated and constructed well, a diverse range of stakeholders attended with good representation from Elected Members as well. It was particularly recognised by Elected Members (that participated in the workshops) that the workshops promoted a genuine effort by PNCC to collaborate with the community. We noted through the third co-design workshop summary document that an overall feedback survey was conducted and 77% of participants were happy to take part in such a process again and the remaining said that it would depend on the project. This was a positive result and a reflection of the effort placed by the project team. While we noted that the summary of the surveys were documented, we were unable to sight the individual surveys and encourage that record keeping is maintained when engaging with the community.

#### Engagement Methodology:

When reviewing the Urban Cycleway Network Masterplan (2019), we noted that “a separate complete streets engagement guideline” had been developed and was to be used to involve the community when engaging. During the review we were unable to trace this document. Instead, we noted that the engagement team applied the guidelines from IAP2, recognised internationally as good practice.

#### Reporting to Council:

On 28 June 2023, Council was presented with a report on cycleway options, at which point the majority of the stakeholder engagement had been completed. This paper included a summary of the engagement undertaken and of the co-design workshops. While reviewing the contents of the attachments and the report, we noted that it did not always cover engagement challenges that were present. For instance, this paper did not highlight that an impacted stakeholder was not engaging effectively or constructively with the project team. Information on engagement challenges with stakeholders may have provided Governance with the opportunity to support the project team in working through some of the stakeholder challenges earlier in the process.

During interviews we noted a concern that some of the feedback that has been received from some stakeholders has been non-constructive in nature and of such a high volume that it has had a negative impact on the Officers involved in the project, raising a health, safety & wellbeing risk.

In line with the above comments, during interviews we noted a perception that senior management and Governance stepped in too late in the process to help support with some stakeholder engagement challenges.

Once a concept design was approved on 28 June, we noted that engagement continued with impacted stakeholders. However, if no changes or further changes were proposed then communication was not always continued. Due to this, the communication loop was not always formally closed with some stakeholders.

General Engagement:

Overall, we noted that the level of engagement undertaken was more than what PNCC has previously invested in. Substantial effort was placed into collaborating with impacted stakeholders and where viable, solutions to any highlighted challenges were investigated. A webpage was developed and is kept up to date with relevant project information. It was noted that this level of engagement required a significant resourcing commitment by the Communications Division and if it was to be considered again in the future, then additional resourcing for this would need to be budgeted.

In the summaries of the co-design workshops we noted PNCC's intent to obtain community feedback once the detailed design was completed. However, we noted this did not happen and that might be due to the timeframes imposed by NZTA. An alternative opportunity that was used to gain this feedback was during the trial period.

For the most part of the engagement, an adequate amount of detail was captured. This included how we engaged with the community and impacted stakeholders and also contained a summary of the feedback that was received. Through interviews, we noted that there was a perception amongst a few that alternative views (those less favourable of the design options) were not always captured or presented fairly. This was not evident through our review of the engagement summaries.

While reviewing the documents available, we noted that stakeholders feedback was summarised well however we were unable to sight the project teams response to the engagement feedback and how it had informed the final design. Therefore, we were unable to confirm if the rationale for the design changes proposed was adequately documented to stand up against public scrutiny.

Through interviews we noted that there was a perception that Senior Management and Governance were more favourable to the feedback that came from larger stakeholders. Through the review we were unable to see evidence of any decisions that led to more favourable outcomes for any particular group of stakeholders. We also noted that the design passed the independent Safe System Audit. It appeared that all stakeholders were given the same opportunities to provide feedback and different stakeholders utilised different methods to submit their feedback.

**Conclusion**

Overall, learnings occur on every project and this project is no different. In general, most interviewees concurred that PNCC has engaged extensively with a genuine intent to collaborate with the community. This being at a larger scale than any project engagement that has previously been undertaken. While some learnings have been noted, overall, most interviewees agreed that the stakeholder engagement process was well thought out and inclusive.



Masooma Akhter  
**Business Assurance Manager**  
 16 April 2024

## Appendix 1 | Engagement Undertaken & Timeline

### September 2022

PNCC received funding from NZTA (Streets for People) for North Street to Aroha Street.

### October 2022

Engagement focused on businesses and organisations. Following the Minister's formal announcement of the Streets for People programme nationally, Officers were able to communicate the project with the community as well.

In early October more intensive engagement began with the businesses, schools and organisations directly on Featherston Street or within close proximity. In total Officers spoke to around 100 stakeholders. These were a combination of face to face meetings, virtual sessions and phone calls.

Initially this included:

- a media advisory
- social media posts
- letters to businesses, schools and organisations and residents and property owners along
- A web page developed on Council's website

### November – December 2022

During this period, Officers asked the community for how they use Featherston Street and their perceptions of safety on Featherston street and their ideas on the type of safety improvements required to encourage active transport. This engagement covered Botanical Road to North Street and included:

- A media release and media interviews with local radio stations
- A website hub with survey questions (*216 online responses were received*)
- Radio advertising
- Digital advertising
- On site footpath signs
- Posters for businesses
- social media posts, ads and video
- Flyers for businesses to hand out to customers
- Virtual session focused on cycling (*8 attendees*)
- Drop-in sessions for the community to chat to the project team
  - 1 Dec PNBHS (5 people attended)
  - 5 Dec CET Arena (8 people attended)
- Awareness session at the Highbury Flea Market
- A BBQ and ideas session at Palmerston North Boys' High with the year 9/10 students (*725 students surveyed and 76 safety suggestions received*)

### February 2023

February involved more engagement with the businesses, schools and organisations on the northern section of Featherston Street between North Street and Vogel Street. In total Officers met with around 73 people. This comprised of 34 businesses, 3 schools, 23 other stakeholders (local/government departments, general public who registered an interest, cycling groups, disability groups, and sports users/sporting organisations). These were a combination of face to face meetings, video interviews, emails, phone calls and a drop-in session.

Following the Minister's formal announcement of the Transport Choices programme nationally, Officers were able to communicate the project with the community also. This included:

- A media release
- Social media posts
- 1500 letters to businesses/schools/organisations/residents/property owners along this section of Featherston St and side streets
- Webpage created
- Online feedback form

### **March - April 2023**

During this period, Officers asked the community for how they use Featherston Street, their perceptions of safety on Featherston street, and their ideas on the type of safety improvements required to encourage active transport. This engagement covered North Street to Vogel Street and included:

- Media release
- Media interviews with local radio stations
- Digital advertising
- social media posts, ads
- Video
- Online feedback form (*61 responses*)
- Drop-in session at Papaioea Park (*10/3/2023 – 10 attended*)

During this period, the co-design workshops were also initiated.

### **22 March 2023 – First Co-design Workshop**

This co-design workshop was primarily focused on the area between North St to Aroha St which forms part of the Waka Kotahi funded 'Streets for People' programme. This first co-design session had followed significant stakeholder and community engagement in late 2022. Around 100 stakeholders attended this workshop.

The beginning of the session focused on important information regarding the project and wider transport plan for Palmy.

The second part of the workshop allowed people (within their tables) to discuss why they had come to the co-design session and their aspirations for the street.

The third part of the workshop required participants to put themselves into the place of key users and what they need/what matters to them. Each table were given a different user and some prompts for them to consider. The user feedback formed part of the design and future co-design sessions.

The final part of the first session focused on pedestrian safety. Summaries of the comments received during the pre-engagement were turned into a short video for participants to listen to.

### **3 May 2023 – Second Co-design Workshop**

The session was focused on gathering feedback on three proposed cycleway options for the area between North Street to Aroha St. Around 70 stakeholders attended this workshop.

To begin with, the Waka Kotahi Senior Road Safety Engineer, presented safety improvement plans for the intersection of Featherston Street and Rangitikei Street (State Highway 3).

Subsequently, parking occupancy was discussed. Officers presented a map and data showing parking occupancy results from a survey that was undertaken in November 2022. Participants were then asked to highlight any parking areas that they thought required a time restriction review.

Three cycleway options were then presented to everyone at the workshop and feedback sought.

One-Way Cycleway	Two-Way Cycleway (North)	Two-way (South)
Cycleway on each side of the road, with bikers travelling in the direction of traffic	Cycleway on north side of the road, with bikers travelling in either direction.	Cycleway on south side of the road, with bikers travelling in either direction.
		

At the end of the night, participants were asked to vote anonymously for the cycleway option they preferred. The votes were more supportive of a one-way cycleway on each side of the road.

#### **15 June 2023 – Third Co-design Workshop**


The session was focused on gathering feedback on two proposed cycleway options (a one-way cycleway and two-way cycleway on the north side) for the full length of Featherston Street between Botanical Road and Vogel Street, which forms part of the Waka Kotahi (NZ Transport Agency) Streets for People and Transport Choices Programmes. Around 50 stakeholders attended this workshop.

At this session the Waka Kotahi Senior Road Safety Engineer, updated us on their plans to raise the Featherston Street/Rangitikei Street (State Highway 3) intersection.

Then a PNCC Senior Planner outlined the plans to include some placemaking elements along Featherston Street between from Central Normal School to Palmerston North Boys' High School (PNBHS). This formed part of the requirements for the 'Streets for People' project funding.

The third session was the first session where concept plans for the entire length of Featherston Street were presented. The previous workshops only looked at the section between Aroha Street and North Street.

Feedback was then requested on the concept plans for two cycleway options along the length of Featherston Street. Particularly on which elements of the design should be trialled before construction.

One-Way Cycleway	Two-Way Cycleway (North)
Cycleway on each side of the road, with bikers travelling in the direction of traffic	Cycleway on north side of the road, with bikers travelling in either direction.
	

At the conclusion of the third workshop, everyone was asked to provide feedback on how they had found the codesign process and whether they would participate if we held co-design for future council projects. The results indicated that 77% would participate again and the remaining 23% said it would depend on the project. Feedback supported that the workshops were well organised, comprehensive and a better process than standard consultation.

#### **28 June 2023**

A report was presented to Council requesting approval of a concept design. A separated uni-directional cycleway on each side of the road was approved by Council. Following which, a detailed design was progressed.

#### **August 2023**

In early-August, three weeks before the trial period, Officers began informing directly affected stakeholders, such as businesses, residents, schools and everyone that had participated in the process so far through feedback submissions or co-design sessions. The wider community were advised a week before the trials commenced.

Stakeholders and community were advised of the trial through the following channels:

- Face-to-face meetings with
- schools and major businesses
- Emails to stakeholder database
- Letters to 1264 addresses
- Media release
- Social media
  - Facebook post x2
  - Instagram
- Featherston Street project webpage
  - Online survey (*133 online forms received, 95 of them via Facebook*) (*Another 240 responses came from onsite/in person surveyors*)
- Newspaper advertising
- Radio advertising

#### **27 September 2023**

A memorandum was presented to Council requesting for the detailed design to be approved. Noting that it was required to be submitted to NZTA by 29 September to meet the funding requirements. This recommendation passed.

## Appendix 2 | Interviewees & Documents Reviewed

### Interviewees

Interviewee	Role
Grant Smith	Mayor
Brent Barrett	Elected Member
Karen Naylor	Elected Member
Kaydee Zabelin	Elected Member
Pat Handcock	Elected Member
Vaughan Dennison	Elected Member
William Wood	Elected Member
Chris Dyhrberg	Chief Infrastructure Officer
David Murphy	Chief Planning Officer
Olivia Wix	Communications Manager
Keegan Aplin-Thane	Senior Planner
Maram Aljadbih	Project Manager
Michael Bridge	Service Manager – Active Transport
Sam Kilmister	Communications Advisor
Braden Prideaux	WSP
Phill Hayne	Juno and Jupiter Consulting
Susan Calkin	WSP

### Documents Reviewed

- Featherston Street Cycleway Engagement Plan
- Transport Choices Engagement Plan
- Engagement Summary 2022
- Engagement Summary March – April 2023
- Co-design Session 1 Report
- Co-design Session 2 Report
- Co-design Session 3 Report
- Trial Engagement Summary
- Safe System Audit Report by GHD
- 15 February 2023 Report to Council on Transport Choices
- 28 June 2023 Report to Council on Cycleway Options (Paper + YouTube)
- 27 September 2023 Memorandum to Council with Detailed Design (Paper + YouTube)
- Project Governance Plan
- Detailed Design
- Urban Cycleway Network Masterplan 2019
- Council Website Page for Featherston Street Cycleway Project

## **PALMERSTON NORTH CITY COUNCIL**

### **Minutes of the Council Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 03 April 2024, commencing at 9.00am**

**Members Present:** Mayor Grant Smith (in the Chair) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Leonie Hapeta, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Apologies:** Councillors Lorna Johnson and Debi Marshall-Lobb (early departure – Council business)

Councillor Debi Marshall-Lobb left the meeting at 12.15pm after the consideration of clause 39.3-24. She entered the meeting again at 2.55pm during consideration of clause 42-24. She was not present for clauses 39.4-24 to 41-24 inclusive.

#### **35-24 Apologies**

Moved Grant Smith, seconded Leonie Hapeta.

#### **RESOLVED**

1. That Council receive the apologies from Councillor Lorna Johnson and Debi Marshall-Lobb (early departure – Council business)

Clause 35-24 above was carried 15 votes to 0, the voting being as follows:

#### **For:**

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

#### **36-24 Notification of Late Item**

Moved Grant Smith, seconded Debi Marshall-Lobb.

#### **RESOLVED**

1. That Council agree to receive the Late Item Appointment of Trustees

to Te Manawa Museums Trust for the following reasons:

**Reasons for lateness:** The Appointment Panel were not able to meet on Tuesday 26 March.

**Reasons for urgency:** Te Manawa Board expectation is that appointments will be made at the 3 April meeting, as per the report of 7 February.

Clause 36-24 above was carried 15 votes to 0, the voting being as follows:

**For:**

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

**Declaration of Interest**

Councillor Vaughan Dennison declared an interest in item 14 Mihara, Japan visit 2023 (clause 44) as he would be presenting the report.

**37-24 Confirmation of Minutes – 6 March 2024 and Correction of Minutes 13 December 2023**

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That the minutes of the ordinary meeting of 6 March 2024 Part I Public be confirmed as a true and correct record.
2. That Council confirm the correction of clause 214-23, of the minutes of the 13 December 2023 as a true and correct record.

Clause 37-24 above was carried 15 votes to 0, the voting being as follows:

**For:**

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

**REPORTS**

**38-24 Draft 2024 Development Contributions Policy - Approval for Consultation**  
Memorandum, presented by Jono Ferguson-Pye, City Planning Manager and David Murphy, Chief Planning Officer.

Moved Grant Smith, seconded Debi Marshall-Lobb.

## **RESOLVED**

1. That Council agree the Draft 2024 Development Contributions Policy (Attachment 1) for public consultation concurrent with and linked to the Draft 2024-34 Long Term Plan.
2. That Council agree the Statement of Proposal for the review of the Draft 2024 Development Contributions Policy (Attachment 2) for public consultation concurrent with and linked to the Draft 2024-34 Long Term Plan.

Clause 38-24 above was carried 15 votes to 0, the voting being as follows:

### **For:**

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

## **39-24**

### **Adopting the 2024-34 Long-Term Plan Consultation Material**

Memorandum, presented by David Murphy - Chief Planning Officer, Cameron McKay - Chief Financial Officer, Chris Dyhrberg - Chief Infrastructure Officer, Debbie Perera, Audit Director.

The Chief Financial Officer and Audit Director explained that Audit NZ had audited Council's assumptions in the draft Long-Term Plan (LTP) and would give Council a qualified audit opinion due mainly to the uncertainty over the costs of the Nature Calls programme.

Whilst Audit have verified that the use of a Special Purpose Vehicle (SPV) through the IFF is appropriate as evidenced by other councils, namely Wellington City Council for its new Sludge Minimisation Facility. It noted that Council is not yet well advanced in its own application to Crown Infrastructure Partners (Government) and therefore there is uncertainty on what the levy would be. This could either result in an Emphasis of Matter or a qualification due to the level of uncertainty.

Audit was also concerned about the number of large capital projects in the Plan which Council is relying on external funding for (eg Te Manawa and Central Library). It is unclear what would happen if Council didn't receive funding given Council's constrained debt limits.

The Audit Director also noted that Council has historically under-delivered its capital programme, and this LTP, Council has increased its capital programme significantly. Audit questioned whether the proposed capital programme was achievable. The Chief Financial Officer outlined that in part the driver for the increase in capital programme is a number of large programmes, such as Nature Calls, seismic strengthening, and new community facilities.

The meeting was adjourned 11.01am  
The meeting resumed 11.20am

An alternative recommendation 5 was moved to ensure greater visibility of the breakdown of operating expenses in the activity budgets.

Moved Grant Smith, seconded Debi Marshall-Lobb.

### **RESOLVED**

1. That Council include Programme 1681 – Urban Growth – Kikiwhenua – Transport in the 2024-34 Long-term Plan Supporting Material (as in paragraph 6.6 of this report).
2. That Council note that minor changes have been made to wording, supporting information, budgets and disclosures as a result of the Audit review processes and decision of Council following the 7 February 2024 Council meeting.
4. That Council adopt for consultation the Statement of Proposal (Attachment 9) for the review of the [Rates Remission and Postponement Policies](#) (as agreed by Council 14 February 2024).

Clause 39.1-24 above was carried 15 votes to 0, the voting being as follows:

#### **For:**

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

Moved Grant Smith, seconded Debi Marshall-Lobb.

### **RESOLVED**

3. That Council adopt for consultation the Statement of Proposal (Attachment 8) for the review of the [Revenue and Financing Policy](#) (as agreed by Council 7 February 2024).

Clause 39.2-24 above was carried 14 votes to 1, the voting being as follows:

#### **For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Leonie Hapeta, Billy Meehan, Orphée Mickalad, William Wood and Kaydee Zabelin.

#### **Against:**

Councillor Karen Naylor.

Moved Karen Naylor, seconded Vaughan Dennison.

## **RESOLVED**

5. That Council adopt for consultation the 2024-34 Long-Term Plan supporting Material (as listed in Table 1), subject to the inclusion of operational programmes which are able to be identified and grant funding into the Activity budgets (Attachment 3) and that total amounts are included.

Clause 39.3-24 above was carried 15 votes to 0, the voting being as follows:

### **For:**

The Mayor (Grant Smith) and Councillor Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Leonie Hapeta, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Councillor Debi Marshall-Lobb left the meeting at 12:15pm

Moved Grant Smith, seconded Orphée Mickalad.

## **RESOLVED**

6. That Council adopt for consultation the 2024-34 Long-term Plan Consultation Document (Attachment 7).

Clause 39.4-24 above was carried 13 votes to 1, the voting being as follows:

### **For:**

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

### **Against:**

Councillor Karen Naylor.

The meeting adjourned at 12.27pm

The meeting resumed at 1.32pm

## **40-24**

### **Featherston Street Safety Improvements - Additional NZ Transport Agency Waka Kotahi Streets for People External Funding**

Memorandum, presented by Bryce Hosking, Acting Group Manager - Transport and Development.

Moved Grant Smith, seconded Rachel Bowen.

## **RESOLVED**

1. That Council agree an additional \$500,000 of capital expenditure in FY2023/24 in Programme 2233 City-wide Urban Cycle Infrastructure Improvements – Streets for People to deliver further enhancements

to the Streets for People project on Featherston Street. This additional capital expenditure to be funded as follows:

- a. 90% (\$450,000) from NZ Transport Agency Waka Kotahi (capital revenue).
- b. 10% (\$50,000) from Council, through a capital transfer from existing funds in Programme 1559 (City-wide – Urban Cycle Infrastructure Network Improvements).

Clause 40-24 above was carried 8 votes to 6, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Brent Barrett, Rachel Bowen, Vaughan Dennison, Roly Fitzgerald, Patrick Handcock, Orphée Mickalad and Kaydee Zabelin.

**Against:**

Councillors Mark Arnott, Lew Findlay, Leonie Hapeta, Billy Meehan, Karen Naylor and William Wood.

**41-24**

**Alternative Use of Speed Management Funds**

Memorandum, presented by Bryce Hosking, Acting Group Manager - Transport and Development.

An additional motion was moved for officers to investigate options to use the money to build the maximum number of pedestrian crossings at schools before 30 June 2024.

Moved Grant Smith, seconded Brent Barrett.

**RESOLVED**

1. That Council receive the memorandum titled 'Alternative Use of Speed Management Funds' presented on 3 April 2024.
2. That the Chief Executive investigate all other contractor options to deliver further crossings within the financial year 2023/24.

Clause 41-24 above was carried 14 votes to 0, the voting being as follows:

**For:**

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

**42-24**

**Fast-Track Approval Bill - Palmerston North City Council Submission**

Memorandum, presented by James Miguel, Senior Transport Planner and David Murphy, Chief Planning Officer.

Officers explained that Rangitāne had asked for some additions to the

submission. Officers sought Council approval for the Mayor and Deputy Mayor to alter the submission before it is submitted.

Councillor Debi Marshall-Lobb returned to the meeting at 2:55pm

Moved Grant Smith, seconded Brent Barrett.

#### **RESOLVED**

1. That Council approve the Fast-Track Approval Bill submission (Attachment 1).
2. That Council authorise the Mayor and Deputy Mayor to make minor edits and additions to the submission to reflect the views of our partner Rangitāne o Manawatū.

Clause 42-24 above was carried 14 votes to 0, the voting being as follows:

**For:**

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

Councillor Debi Marshall-Lobb did not vote.

#### **43-24**

##### **External Funding & Commercial Revenue - Business Assurance Review**

Memorandum, presented by Masooma Akhter, Business Assurance Manager and Fiona Dredge, Commercial Advisory Manager.

Moved Grant Smith, seconded Debi Marshall-Lobb.

#### **RESOLVED**

1. That Council receive the memorandum titled 'External Funding & Commercial Revenue – Business Assurance Review' and its attachments, presented on 03 April 2024.

Clause 43-24 above was carried 15 votes to 0, the voting being as follows:

**For:**

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

**44-24**

**Mihara, Japan visit 2023**

Memorandum, presented by Councillor Vaughan Dennison.

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council receive the memorandum titled 'Mihara, Japan visit 2023' presented on 3 April 2024.

Clause 44-24 above was carried 14 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Leonie Hapeta, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Note:** Councillor Vaughan Dennison declared an interest, withdrew from the discussion and sat in the gallery.

**45-24**

**Council Work Schedule**

Moved Grant Smith, seconded Debi Marshall-Lobb.

**RESOLVED**

1. That Council receive its Work Schedule dated 3 April 2024.

Clause 45-24 above was carried 15 votes to 0, the voting being as follows:

**For:**

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

**RECOMMENDATIONS FROM COMMITTEE MEETINGS**

**46-24**

**Risk & Assurance Committee Part I Public - 6 March 2024**

Consideration was given to Risk & Assurance Committee's recommendations below.

Moved Karen Naylor, seconded Grant Smith.

**RESOLVED**

1. That Council approve the Risk & Assurance Committee's recommendations from 6 March 2024.

#### **4-24 Setting Council's Risk Management Appetite and Tolerance Levels**

1. That Council agree the recommended risk appetite and risk tolerance levels as noted in section 3.1 and 3.2 of the memorandum titled 'Setting Council's Risk Management Appetite and Tolerance Levels,' presented to the Risk and Assurance Committee on 6 March 2024.

Clause 46-24 above was carried 13 votes to 2, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Leonie Hapeta, Billy Meehan, Orphée Mickalad, Karen Naylor and William Wood.

**Against:**

Councillors Brent Barrett and Kaydee Zabelin.

Moved Karen Naylor, seconded Grant Smith.

#### **RESOLVED**

2. That Council approve the Risk & Assurance Committee's recommendations from 6 March 2024.

#### **5-24 Setting Council's Strategic Risks**

1. That Council adds 'Loss of Public Trust in Council' to the Strategic Risk Statement.
2. That Council agree the strategic risk statements (Attachment 1), including recommendation 1, in the memorandum titled 'Setting Council's Strategic Risks' presented to the Risk & Assurance Committee on 6 March 2024.

Clause 46-24 above was carried 13 votes to 0, with 2 abstentions, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Billy Meehan, Orphée Mickalad, Karen Naylor and Kaydee Zabelin.

**Abstained:**

Councillors Leonie Hapeta and William Wood.

#### **47-24**

#### **Sustainability Committee Part I Public - 13 March 2024**

Consideration was given to Sustainability Committee's recommendations as appended to these minutes.

Moved Brent Barrett, seconded Kaydee Zabelin.

#### **RESOLVED**

1. That Council approve the Sustainability Committee's recommendations from 13 March 2024.

#### **7-24 Palmerston North City Council Carbon Neutral Feasibility Study Update**

1. That as part of the process of finalising the 2024-34 Long-Term Plan, Council either reaffirm the existing corporate emissions reduction target or replace the existing corporate emissions reduction target with a different one.
2. That Council note that further officer advice on the corporate emissions reduction target will be provided alongside deliberations on the 2024-34 Long-Term Plan.

Clause 47-24 above was carried 12 votes to 0, with 3 abstentions, the voting being as follows:

**For:**

Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Billy Meehan, Orphée Mickalad, Karen Naylor and Kaydee Zabelin.

**Abstained:**

The Mayor (Grant Smith) and Councillors Leonie Hapeta and William Wood.

**48-24**

#### **Community Committee Part I Public - 20 March 2024**

Consideration was given to Community Committee recommendations as appended to these minutes.

Moved Patrick Handcock, seconded Orphée Mickalad.

#### **RESOLVED**

1. That Council approve the Community Committee's recommendation from 20 March 2024.

#### **4-24 Annual Sector Lead Report: Housing Advice Centre**

2. That Council refer the increase Housing Advice Centre's Sector Lead grant funding by \$21,131 to the Long-Term Plan 2024-2034 deliberations for the 2024/25 financial year and adjusted for inflation in future years.

Clause 48-24 above was carried 14 votes to 0, with 1 abstention, the voting being as follows:

**For:**

Councillors Debi Marshall-Lobb, Mark Arnott, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Roly Fitzgerald, Patrick Handcock, Leonie Hapeta, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

**Abstained:**

The Mayor (Grant Smith).

## EXCLUSION OF PUBLIC

### 49-24 Recommendation to Exclude Public

Moved Grant Smith, seconded Debi Marshall-Lobb.

### RESOLVED

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
21.	Minutes of the ordinary meeting - Part II Confidential - 6 March 2024	For the reasons set out in the ordinary minutes of 6 March 2024, held in public present.	
22.	Environmental Health Contract-Follow up	THIRD PARTY COMMERCIAL: Disclosing the information could harm a company's commercial position	s7(2)(b)(ii)
23.	Contact Centre Progress Review - Quality Assurance Report	COMMERCIAL ACTIVITIES: This information needs to be kept confidential to allow Council to engage in commercial activities without prejudice or disadvantage	s7(2)(h)
24.	Employee Life Cycle - Business Assurance Review	THIRD PARTY COMMERCIAL: Disclosing the information could harm a company's commercial position and NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings	s7(2)(b)(ii) and s7(2)(i)

25.	Tender Award - Wyndham Street, Ashhurst Upgrade	THIRD PARTY COMMERCIAL: Disclosing the information could harm a company's commercial position	s7(2)(b)(ii)
26	Appointment of Trustees to Te Manawa Board	PRIVACY: This information needs to be kept private to protect personal information that is confidential or sensitive. This includes people who are no longer alive	s7(2)(a)
27.	Part IIB Review of Chief Executive Six Month Performance	PRIVACY: This information needs to be kept private to protect personal information that is confidential or sensitive. This includes people who are no longer alive	s7(2)(a)

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.

Clause 49-24 above was carried 15 votes to 0, the voting being as follows:

**For:**

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

The public part of the meeting finished at 3.19pm

Confirmed 1 May 2024

**Mayor**

## NOTICE OF MOTION

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Notice of Motion - Māori Wards

**FROM:** Councillor Kaydee Zabelin

### THAT THE COUNCIL RESOLVES:

1. That Council formally endorse its current representative structure of a Te Hirawanui General Ward and a Te Pūao Māori Ward.
2. That a submission reflecting this position be made to the select committee process.

## NOTICE OF MOTION


I, Kaydee Zabelin, in accordance with Standing Order 2.7.1 hereby GIVE NOTICE OF MOTION that I will move at the next Council meeting on 1 May 2024 the following motion:

3. That Council formally endorse its current representative structure of a Te Hirawanui General Ward and a Te Pūao Māori Ward;
4. That a submission reflecting this position be made to the select committee process.

AND I give further notice that in compliance with Standing Order 2.7.2 the reasons for the Notice of Motion include:

- a) That the Council's current representation arrangement is working well at giving effect to our obligations under sections 4 and 81(1)(a) and (1)(b) of the Local Government Act 2002;
- b) That the presence and performance of Māori Ward Councillors has enhanced the mana of Council and significantly contributed to our reputation as national leaders in collaborative, mutually beneficial working relationships with the indigenous people of our nation, and to those relationships themselves; and
- c) That having Māori Ward Councillors has positively benefitted Council by increasing the engagement with parts of the city's community that have historically been representationally marginalised, and

- d) That Palmerston North has a long and proud history of partnership with local iwi that we wish to foster, grow and celebrate.

Moved: Kaydee Zabelin   
 Seconded: Patrick Handcock   
  
 Supporting Members:  
 LOANA JOHNSON   
 Pat Handcock  VAUGHAN DENNISON  
 RACHEL BOWEN  
 Karen Naylor  
 Opphee M.  
 XENAYLOR Karen Naylor

## ATTACHMENTS

1. Officer Response - Māori Wards [↓](#) 

## MEMORANDUM

TO: Council

MEETING DATE: 1 May 2024

TITLE: Officer Response to Notice of Motion- Māori Wards

PRESENTED BY: Hannah White, Democracy and Governance Manager

APPROVED BY: Donna Baker, Acting Chief Executive Unit Manager

### RECOMMENDATION TO COUNCIL

1. That Council receive the advice.

### 1. ISSUE

- 1.1 This memorandum is the Chief Executive's response to the Elected Member Notice of Motion. It seeks to provide some background to the issue before Elected Members.

### 2. BACKGROUND

#### Palmerston North Council representation arrangements

- 2.1 In October 2017, Council resolved to establish a Māori ward. However, a valid poll demand was received; the poll result of which was that 68.76% (14,621 votes) of a voter turnout of 37.36% (21,263) overturned the decision in May 2018.
- 2.2 In 2021, Council agreed again to establish a Māori ward for the city, under the newly amended Local Electoral Act. Council then undertook a full representation review to consider how the establishment of Māori wards affected other representation arrangements.
- 2.3 Since 2022, residents of Palmerston North on the Māori electoral roll have had 2 seats and those on the General electoral roll 13. All members represent the entire city.
- 2.4 Every Council in our region has established Māori wards, with the most recent being Whanganui District Council.
- 2.5 Earlier this year, Council agreed to support Cr. Fitzgerald's remit "That LGNZ lobbies central government to ensure that Māori Wards and constituencies are treated the same as all other wards in that they should not be subject to a

referendum" to Local Government New Zealand's Annual General Meeting, to be held in August. This was carried by Zone 3 councils at their meeting in Gisborne in March.

#### **Government announcement**

2.6 On 4 April 2024, The Minister for Local Government announced the Government's intention to:

- Reinstatement of the pre-2021 provisions in the Local Electoral Act allowing for polls to be demanded on Māori wards by 5% of electors, the outcome of which is binding on a council for two triennial elections;
- Introduce transitional measures which require councils that established Māori wards under the 2021 legislation to either reverse their decision or hold a binding referendum at the 2025 local elections to apply from 2028.
- Reinstatement of councils' ability to call a poll to determine a Māori ward decision
- Extend some voting period timeframes

The Government is expected to introduce the proposed legislation to the House in May to be enacted before the end of July 2024.

2.7 Councils with Māori wards would then decide if they wished to remove Māori wards, in August. If they do not do so they will be required to include a referendum in the 2025 local voting papers.

#### **Mana whenua Position**

2.8 Rangitāne o Manawatū supported Council establishing a Māori Ward in 2021.

2.9 Te Pūao was the name gifted by Rangitāne o Manawatū to the Māori ward. The meaning being the heralding of a new dawn, and the mouth of a river as it leads to the ocean, reminiscent of the words spoken by ancestors Tiweta and Mahuri to the Ngāti Upokoiri people when they invited them to take refuge in the Manawatū - in other words signalling the opportunities to come from the Māori ward and the relationship between Māori and local government in the Manawatū and beyond.

2.10 At Te Whiri Kōkō on 12 April 2024, Rangitāne representatives expressed a will to see Council put their continued position by resolution, and that both Rangitāne o Manawatū and Palmerston North City Council submit against the upcoming Bill together and separately. Their wish was that the Mayor and Deputy Mayor speak to the submission at the Select Committee and that Rangitāne would tautoko that in person.

### 3. POTENTIAL IMPACT OF CHANGES

- 3.1 45 councils have Māori wards which are subject to the proposed changes at this time. Some of those are in the middle of a representation review.
- 3.2 If Council wished to consider disestablishing the ward, good practice would expect a community consultation process prior to making a decision. This would need to happen over a concise number of weeks in August and is unbudgeted. Doing so would divert staffing resource to prepare, promulgate and analyse in a short turn around.
- 3.3 If Council decided to disestablish Te Pūao Māori Ward, then it is anticipated that Council would complete a shortened representation review process by 10 April 2025. This is estimated to be an unbudgeted cost of \$50,000 and staff time.
- 3.4 If Council was required to hold a referendum with the 2025 local election, costs of initial referendum in parallel with the 2025 local election has been estimated at \$15,000 and included in the draft Long-Term Plan budget. Additional staff time will also be required to frame and field communications on the referendum as well as the election.
- 3.5 Costs of any future poll initiated by 5% of electors are estimated at \$150,000 per poll.
- 3.6 There are also unquantifiable costs to our local communities of divisive conversations brought to the fore by referendum and polls.
- 3.7 There will be challenges for 2025 local election candidates, particularly Te Pūao Māori Ward candidates whose electioneering time will be split between defending the existence of their seat and winning a seat.
- 3.8 The result of the referendum would be binding on Council for the 2028 and 2031 elections. This result would be included in the representation review scheduled prior to the 2028 elections.

### 4. NEXT STEPS

- 4.1 Should Council agree the Notice of Motion, officers will draft a submission for Select Committee. Should submissions be required within the month of May this will be signed by the Mayor under delegation and brought to Council to note in June, otherwise it will be brought to Council in June for approval before submission.
- 4.2 Should Council agree the Notice of Motion, officers will prepare a media statement outlining the Council's position.

**5. COMPLIANCE AND ADMINISTRATION**

Does Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in (Not Applicable)	
The action is: n/a	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Advocacy by local government to central government means that localised information contributes to the proposed legislation and can influence the impact on local communities.

**ATTACHMENTS**

Nil

## MEMORANDUM

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Nature Calls Quality Assurance Framework

**PRESENTED BY:** Masooma Akhter, Business Assurance Manager & Mike Monaghan, Group Manager - Three Waters

**APPROVED BY:** Donna Baker, Acting Chief Executive Unit Manager

### RECOMMENDATION TO COUNCIL

1. That Council receive the memorandum titled 'Nature Calls Quality Assurance Framework' and its attachment, presented on 1 May 2024.

### 1. ISSUE

In September 2022, the Finance & Audit Committee passed the following resolution:

*"That a quality assurance framework from Business Assurance be put in place for the Wastewater Discharge Consent Project"*

This memorandum presents the outcome of this resolution.

### 2. BACKGROUND

A quality assurance framework has been developed for the Wastewater Discharge Consent Project (Nature Calls). The purpose of this framework is to provide key stakeholders with confidence that the project is positioned and performing successfully to deliver the project outcomes.

Refer to the attachment for:

- The quality assurance framework
- An indicative scope for each review proposed
- A list of risks that Council can expect to assess as we transit through each phase of the project.

For a project of this nature it is expected that the framework would be reviewed at each phase to ensure that it is aligned to actual and relevant risks.

### 3. NEXT STEPS

It is intended that as the framework is delivered on, and real-time risks assessments undertaken, the outcome will be reported to the Risk & Assurance Committee.

### 4. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 4: An Eco City	
The recommendations contribute to the achievement of action/actions in Waters	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This report is presented as a business assurance activity in response to the business assurance plan endorsed by Council.

### ATTACHMENTS

1. Nature Calls Quality Assurance Framework [↓](#) 

# Nature Calls Project

## Quality Assurance Framework

**Business Assurance Division**  
April 2024

## Executive Summary

### Objective & Background

In September 2022, the Finance & Audit Committee resolved:

*"That a quality assurance framework from Business Assurance be put in place for the Wastewater Discharge Consent Project"*

In response, a quality assurance framework has been developed for the Wastewater Discharge Consent Project (Nature Calls). The purpose of this framework is to provide key stakeholders with confidence that the project is positioned and performing successfully to deliver the project outcomes.

### The Framework

On page 2 of this report is a summary of the assurance framework. Subsequently on pages 3-4 an indicative scope for each review has been provided. These scopes are indicative at this stage and will be reviewed closer to when they are planned to be delivered.

High level risks that can be expected for a project of this nature have been reported on pages 5 onwards. These are not live risks for the project and do not include risks assessments, rather they are ones that we can expect to assess as we go through the various phases of the project.

As this framework is delivered on, it will be regularly reported on to the Risk & Assurance Committee.

### Project Structure

A Nature Calls Steering Group has been established. This group is made up of key stakeholders (primarily external) and chaired by the Mayor.

The Sponsor for this project is the Chief Infrastructure Officer and the Senior Responsible Officer is the Group Manager for Three Waters.

It is intended that an internal governance group will be formed with the Sponsor as the Chair, an internal project team will be formed and appropriate streams will be formed as and when required.

This structure will be reviewed as we move between the phases of the project to ensure it is still appropriate and adding value.



Masooma Akhter

**Business Assurance Manager**

16 April 2024

# Quality Assurance Framework – Nature Calls

Type	Activity	Initiation & Planning	Consenting	Design	Funding & Procurement	Construction	Testing & Commissioning	Closing
Delivery Risks	Governance and reporting							
	Financial (funding, budgeting, cost control)							
	Quality (meeting agreed specifications)							
	Time and scope management (project plan)							
	People and resources							
Project Risks	Stakeholder and iwi management							
	Regulatory and compliance (incl. H&S)							
	Technical or solution risks							
	Environmental							
	Procurement and contract management							
Project Risk Advisory								
Assurance activities		1. Project readiness, health check & gateway review		2. Follow-up on recommendations 3. Design Review 4. Financial & Funding Review 5. Gateway Review	6. Follow-up on recommendations 7. Stakeholder management and communication 8. Probity, procurement, conflicts of Interest & supplier management 9. Gateway Review	10. Follow-up on recommendations 11. Health & Safety Review 12. Change control assurance 13. Supplier management 14. Fraud controls 15. Quality control & safety inspection reports 16. Delivering Quality 17. Gateway Review	18. Follow-up on recommendations 19. Gateway Review – Go Live readiness	20. Post-implementation review and benefits realisation

Key



Currently planned to be higher level health checks and not deep dives. This may change depending on project risk assessments



Deep dive planned at present

## Indicative Scope

Assurance Activity	Key Objective
<b>Initiation &amp; Planning / Consenting Phase</b>	
1. Project readiness, health check & gateway review	The project readiness review will provide a health check to assess the current state of the Nature Calls project to present how ready the project is at the end of this gateway phase, for execution and identify any areas where additional work is necessary. The health check will additionally enable early interventions if required. Additionally, this review will focus on the effectiveness of the project's activities. This will include reviewing project management discipline, the governance structures, delegations and approval processes.
<b>Design Phase</b>	
2. Follow-up on IQA recommendations	These regular follow-ups will track the remediation of any recommendations identified through the IQA programme to date.
3. Design Review	This is a peer review of the final design to ensure it is appropriate and based on sound assumptions.
4. Financial & Funding Review	A financial review to establish credibility in the financial information, verify the accuracy and adequacy of records and internal controls, as well as ensure projected costs are within budget to avoid cost overruns. Ensure a suitable funding plan is in place.
5. Gateway Review	The design gateway review provides an assessment of the project's health and readiness to enter the next gateway phase of the project. To ensure that all planning, consenting and design phase activities have been successfully completed and that the project is ready to enter into the next phases. This also enables timely intervention where necessary.
<b>Funding &amp; Procurement Phase</b>	
6. Follow-up on IQA recommendations	These regular follow-ups will track the remediation of any recommendations identified through the IQA programme.
7. Stakeholder management and communication review	The stakeholder management and communications review seeks to review how PNCC interacted with stakeholders and identify key areas of improvement.
8. Probity, procurement, conflicts of interest and supplier management review	To assist the project team implement robust procurement process for all stages of the 'construction' phase in line with Government Procurement Rules. Procurement and probity audits provide an independent lens to programme's procurement decision making processes and activities, ensuring these were conducted fairly and in line with the principles of the Government's Procurement Rules.
9. Gateway Review	The procurement gateway review provides an assessment of the project's health and readiness to enter the next gateway phase of the project. Ensuring that all pre-construction phase activities have been successfully completed and that the project is ready to enter into the construction phase. This also enables timely intervention where necessary.

Construction Phase	
10. Follow-up on IQA recommendations	These regular follow-ups will track the remediation of any recommendations identified through the IQA programme.
11. Health & Safety Review	To ensure we are upholding health and safety standards for the Nature Calls project.
12. Change control assurance	To ensure that changes to the project scope, timelines and budgets are in line with the established change management process, including governance oversight and approval.
13. Supplier management review	An evaluation of the project's supplier management practices, including contracting and performance monitoring.
14. Fraud controls assessment	An evaluation of the fraud, bribery and corruption risks relevant to the project and key controls that exist to minimise the risk.
15. Quality control & safety review	Regular quality control and safety inspection reviews to give the project team confidence that construction activities meet relevant quality expectations and comply with applicable safety requirements.
16. Delivering quality – 6 monthly	A series of regular (at least 6-monthly) reviews of construction activities. Checking H&S, supplier management, existing quality management systems.
17. Gateway Review	The construction gateway review provides an assessment of the project's health and readiness to enter the next gateway phase of the project. This also enables timely intervention where necessary.
Testing & Commissioning Phase	
18. Follow-up on IQA recommendations	These regular follow-ups will track the remediation of any recommendations identified through the IQA programme.
19. Gateway review – Go live readiness assessment	The commissioning gateway review provides an assessment of the project's health and readiness to enter the next gateway phase of the project. Ensuring that all pre-commissioning checks have been successfully completed to enable 'go live' of the plant. This also enables timely intervention where necessary.
Closing Phase	
20. Post-implementation review and benefits realisation	To evaluate the extent to which anticipated project benefits have been realised, identify lessons learnt for future projects.

## Project Risks

The following table aims to provide insight into high-level risks specific to the project. These should be considered at each respective phase of the Nature Calls project, but are not extensive, nor are these assessments. Once formal reporting starts on the project, the top project risks with risk ratings and assessments will be reported on.

Risk Areas		Expected Risks
<b>Initiation &amp; Planning Phase</b>		
<b>Delivery Risks</b>	<b>Governance and reporting</b>	<ul style="list-style-type: none"> <li>• Lack of direction from undefined/unclear governance groups results in poor or unclear decisions</li> <li>• Lack of accountability and monitoring and reporting mechanisms to properly identify and manage project issues and challenges.</li> <li>• Risks are not mitigated and corrective actions are carried out too late</li> <li>• A lack of planning can result in inadequate control mechanisms, making it difficult to track project activities, measure performance, and identify deviations. This can reduce the project manager's ability to take timely corrective actions and mitigate risks</li> </ul>
	<b>Financial (funding, budgeting, cost control)</b>	<ul style="list-style-type: none"> <li>• The organisation does not have a Business Case or similar document detailing the project details and expected outcomes resulting in an overall lack of direction and inability to complete the project</li> <li>• The project plan does not clearly state or lacks necessary financial approvals, resulting in a decline of stakeholder relationships and following bad practice</li> </ul>
	<b>Quality (meeting agreed specifications)</b>	<ul style="list-style-type: none"> <li>• The project does not have adequate quality management processes and controls which may lead to poor quality deliverables, rework and compromised project outcomes</li> </ul>
	<b>Time and scope management (project plan)</b>	<ul style="list-style-type: none"> <li>• Insufficient planning results in unrealistic timelines or inadequate sequencing of project activities, causing delays in project execution and missed deadlines</li> <li>• The project takes longer than expected – resulting in increased costs, resourcing, additional consenting requests</li> </ul>
	<b>People and resources</b>	<ul style="list-style-type: none"> <li>• Ineffective resource allocation causes productivity losses, inefficiencies, increased costs to acquire or expedite resources (personnel, equipment, materials, financial resources, internal specialists, etc.)</li> </ul>
<b>Consenting Phase</b>		
<b>Delivery Risks</b>	<b>Governance and reporting</b>	<ul style="list-style-type: none"> <li>• Lack of direction from undefined/unclear governance groups results in poor or unclear decisions</li> <li>• Lack of accountability and monitoring and reporting mechanisms to properly identify and manage project issues and challenges.</li> <li>• Risks are not mitigated and corrective actions are carried out too late.</li> <li>• A lack of planning can result in inadequate control mechanisms, making it difficult to track project activities, measure performance, and identify deviations. This can reduce the project manager's ability to take timely corrective actions and mitigate risks.</li> </ul>

	<b>Financial (funding, budgeting, cost control)</b>	<ul style="list-style-type: none"> <li>The organisation does not have a Business Case or similar document detailing the project details and expected outcomes resulting in an overall lack of direction and inability to complete the project</li> <li>The project plan does not clearly state or lacks necessary financial approvals, resulting in a decline of stakeholder relationships and following bad practice</li> </ul>
	<b>Quality (meeting agreed specifications)</b>	<ul style="list-style-type: none"> <li>Resource consent plan lacks detail and is declined – loss of time and money</li> <li>The project does not have adequate quality management processes and controls which may lead to poor quality deliverables, rework and compromised project outcomes</li> </ul>
	<b>Time and scope management (project plan)</b>	<ul style="list-style-type: none"> <li>Insufficient planning results in unrealistic timelines or inadequate sequencing of project activities, causing delays in project execution and missed deadlines</li> <li>The project takes longer than expected – resulting in increased costs, resourcing, additional consenting requests</li> </ul>
	<b>People and resources</b>	<ul style="list-style-type: none"> <li>Ineffective resource allocation causes productivity losses, inefficiencies, increased costs to acquire or expedite resources (personnel, equipment, materials, financial resources, internal specialists, etc.)</li> </ul>
<b>Project Risks</b>	<b>Stakeholder and iwi management</b>	<ul style="list-style-type: none"> <li>Iwi do not provide an appropriate level of input and the Nature Calls project cannot proceed</li> <li>Ineffective communication and stakeholder management (local communities, employees, contractors, neighbouring communities, and the environment)</li> <li>Inadequate information sharing, limited involvement of relevant parties, misunderstandings/conflicts – overall hindering the project process</li> <li>Adaptive management strategy (treaty partner conflict) not implemented successfully</li> <li>The Awa River offsetting does not proceed as desired by Rangitane</li> </ul>
	<b>Regulatory and compliance (incl. health and safety)</b>	<ul style="list-style-type: none"> <li>The organisation start working on the project prior to a binding contract/consent – risk of financial loss</li> <li>Noncompliance to current Consent for Manawatū River discharge</li> </ul>
<b>Design Phase</b>		
<b>Delivery Risks</b>	<b>Financial (funding, budgeting, cost control)</b>	<ul style="list-style-type: none"> <li>The Nature Calls project plan underestimates the cost of the project.</li> <li>The Nature Calls project exceeds council funding limit resulting in financial strain on the project</li> <li>Land parcel approach exceeds costs, thus the organisation is unable to purchase land due to lack of budget</li> </ul>
	<b>Quality (meeting agreed specifications)</b>	<ul style="list-style-type: none"> <li>The project does not have adequate quality management processes and controls which may lead to poor quality deliverables, rework and compromised project outcomes</li> </ul>
	<b>Time and scope management (project plan)</b>	<ul style="list-style-type: none"> <li>Additional requirements are added without proper evaluation and impact assessment because of undefined/unclearly communicated scope.</li> <li>Insufficient planning results in unrealistic timelines or inadequate sequencing of project activities, causing delays in project execution and missed deadlines</li> <li>The project takes longer than expected – resulting in increased costs, resourcing, additional consenting requests</li> </ul>

	<b>People and resources</b>	<ul style="list-style-type: none"> <li>Ineffective resource allocation causes productivity losses, inefficiencies, increased costs to acquire or expedite resources</li> </ul>
<b>Project Risks</b>	<b>Stakeholder and iwi management</b> <b>(Project Risks)</b>	<ul style="list-style-type: none"> <li>Iwi do not provide an appropriate level of input and the Nature Calls project cannot proceed</li> <li>The organisation cannot access land – land owners/iwi do not allow access/purchase</li> <li>Design and construction relationship is not maintained, causing inconsistencies, conflicts and delays</li> <li>Ratepayers lodge objections to the proposed scheme</li> </ul>
	<b>Regulatory and compliance (incl. health and safety)</b>	<ul style="list-style-type: none"> <li>The organisation do not comply with applicable regulations, codes and standards during the design phase causing regulatory issues and legal consequences</li> <li>Policies that may change/impact the project: the National Policy Statement for Indigenous Biodiversity, National Environmental Standard for Wastewater and Overflows, 3 Waters Regulatory, National Policy Statement for Freshwater Management / The One Plan changes - changes and funding changes may impact the project</li> <li>New RMA legislation may require changes to the design</li> </ul>
	<b>Technical or solution risks</b>	<ul style="list-style-type: none"> <li>Design errors and/or inadequacies caused by incomplete or inaccurate design specifications – implications of costs, construction delays</li> <li>Poor design/WWTP level of service impacted because it does not meet LOS/specification requirements</li> <li>Changes in design requirements or specifications during the design phase cause confusion, conflicts, scope creep and additional costs</li> <li>Land disposal mechanism is designed inappropriately. Technology is not up to standard or suitable for the project.</li> <li>Discharge quality standards are not met</li> <li>High levels of contamination</li> <li>The organisation cannot identify suitable land/access the land or cannot afford the land due to cost uncertainties after testing</li> <li>Iwi and/or land owner relations not managed, land cannot be purchased</li> <li>The organisation conduct insufficient assessment of the technical feasibility and practicality of the design</li> <li>River mixing zone does not meet planned requirements</li> </ul>
	<b>Environmental</b>	<ul style="list-style-type: none"> <li>Emerging organic contaminants, microplastics and other micro contaminants effects</li> <li>The Nature Calls project does not appropriately allow for Climate Change within the land use area requirements</li> <li>Inadequate wider scheme Natural hazards and climate change assessment</li> <li>The selected scheme does not provide the required level of performance caused by uncontrolled future trade waste flow and loads, resulting in the selected Nature Calls option not meeting the required levels of services.</li> </ul>
<b>Funding &amp; Procurement Phase</b>		
<b>Delivery Risks</b>	<b>Governance and reporting</b>	<ul style="list-style-type: none"> <li>Lack of direction from undefined/unclear governance groups results in poor or unclear decisions</li> <li>Lack of accountability and monitoring and reporting mechanisms to properly identify and manage project issues and challenges.</li> <li>Risks are not mitigated and corrective actions are carried out too late.</li> </ul>

		<ul style="list-style-type: none"> <li>A lack of planning can result in inadequate control mechanisms, making it difficult to track project activities, measure performance, and identify deviations. This can reduce the project manager's ability to take timely corrective actions and mitigate risks.</li> <li>Potential project disruption as a result of improper risk management – planning, identifying, assessing and managing project risks.</li> </ul>
	<b>Financial (funding, budgeting, cost control)</b>	<ul style="list-style-type: none"> <li>The Nature Calls project plan underestimates the cost of the project.</li> <li>The Nature Calls project exceeds council funding limit resulting in financial strain on the project or that adequate funding has not been secured.</li> <li>Land parcel approach exceeds costs, thus the organisation is unable to purchase land due to lack of budget</li> </ul>
	<b>Quality (meeting agreed specifications)</b>	<ul style="list-style-type: none"> <li>The project does not have adequate quality management processes and controls which may lead to poor quality deliverables, rework and compromised project outcomes</li> </ul>
	<b>Time and scope management (project plan)</b>	<ul style="list-style-type: none"> <li>Additional requirements are added without proper evaluation and impact assessment because of undefined/unclearly communicated scope.</li> <li>Insufficient planning results in unrealistic timelines or inadequate sequencing of project activities, causing delays in project execution and missed deadlines</li> <li>The project takes longer than expected – resulting in increased costs, resourcing, additional consenting requests</li> </ul>
	<b>People and resources</b>	<ul style="list-style-type: none"> <li>Ineffective resource allocation causes productivity losses, inefficiencies, increased costs to acquire or expedite resources</li> </ul>
	<b>Regulatory and compliance (incl. health and safety)</b>	<ul style="list-style-type: none"> <li>Non-compliance with Government Procurement Rules</li> <li>Disputes or disagreements over the terms of contracts with suppliers or partners</li> </ul>
	<b>Procurement and contract management</b>	<ul style="list-style-type: none"> <li>Ineffective procurement process leading to sub-optimal procurement outcomes, such as not getting the best value for money proposition</li> <li>Bribery and corruption risks during procurement and supplier negotiations</li> <li>Ineffective contracting structure resulting in the organisation taking unnecessary additional risks</li> <li>Complex contracting structure which may lead to delays and confusion</li> </ul>
<b>Construction Phase</b>		
<b>Delivery Risks</b>	<b>Time and scope management (project plan)</b>	<ul style="list-style-type: none"> <li>The organisation does not consider accessibility, sequencing of construction activities, or availability of resources</li> <li>The organisation does not appropriately phase Nature Calls to ensure it kicks off (ie. Cold/Wet starts)</li> <li>Existing consent expires and the organisation is not prepared for this date</li> <li>Additional requirements are added over time without proper evaluation and impact assessment because of undefined/unclearly communicated scope.</li> <li>Additional project delays, increased costs and reduced project success</li> </ul>
	<b>People and resources</b>	<ul style="list-style-type: none"> <li>Ineffective resource allocation causes productivity losses, inefficiencies, increased costs to acquire or expedite resources</li> </ul>

		<ul style="list-style-type: none"> <li>Due to the long term nature of the project, key personnel exit the project teams and a loss of information/knowledge</li> </ul>
<b>Project Risks</b>	<b>Stakeholder and iwi management</b>	<ul style="list-style-type: none"> <li>Iwi do not provide an appropriate level of input and the Nature Calls project cannot proceed</li> <li>The organisation do not manage public perception/neighbour relationships, complaints are submitted leading to project delays</li> </ul>
	<b>Regulatory and compliance (incl. health and safety)</b>	<ul style="list-style-type: none"> <li>Introduction of regulations, fees or restrictions could restrain or halt the project</li> <li>The organisation does not adhere to strict water-safety requirements and are subject to fines</li> <li>Health &amp; Safety is not managed during construction leading to physical harm to people</li> </ul>
	<b>Technical or solution risks</b>	<ul style="list-style-type: none"> <li>Inefficiency or project failure as a result of incompatible technology</li> <li>Complex technological processes cause delays</li> <li>Cost overruns as a result of unforeseen technological complications or additional tech resources</li> <li>Inefficiencies and risk of project failure if technical expertise or low quality equipment used</li> <li>The organisation cannot identify suitable land/access the land</li> <li>The organisation cannot afford the land due to cost uncertainties after testing</li> </ul>
	<b>Environmental</b>	<ul style="list-style-type: none"> <li>Emerging organic contaminants, microplastics and other micro contaminants effects</li> <li>The Nature Calls project does not appropriately allow for Climate Change within the land use area requirements</li> <li>Inadequate wider scheme Natural hazards and climate change assessment</li> </ul>
	<b>Procurement and contract management</b>	<ul style="list-style-type: none"> <li>Consortium members fail to meet their responsibilities, potentially leading to financial losses</li> <li>Selected supplier fails to deliver – especially if they are using unfamiliar technology</li> <li>Issues such as data privacy, IP ownership, data ownership, product efficacy, governance, contractual terms, and financial disagreements can lead to supplier disputes.</li> </ul>
<b>Testing &amp; Commissioning Phase</b>		
<b>Delivery Risks</b>	<b>Time and scope management (project plan)</b>	<ul style="list-style-type: none"> <li>The organisation does not consider accessibility, sequencing of construction activities, or availability of resources</li> <li>The organisation does not appropriately phase Nature Calls to ensure it kicks off (ie. Cold/Wet starts)</li> <li>Existing consent expires and the organisation is not prepared for this date</li> <li>Additional requirements are added over time without proper evaluation and impact assessment because of undefined/unclearly communicated scope.</li> <li>Additional project delays, increased costs and reduced project success</li> </ul>
	<b>People and resources</b>	<ul style="list-style-type: none"> <li>Ineffective resource allocation causes productivity losses, inefficiencies, increased costs to acquire or expedite resources</li> <li>Due to the long term nature of the project, key personnel exit the project teams and a loss of information/knowledge</li> </ul>
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	<b>Technical or solution risks</b>	<ul style="list-style-type: none"> <li>• Inefficiency or project failure as a result of incompatible technology</li> <li>• Complex technological processes cause delays</li> <li>• Cost overruns as a result of unforeseen technological complications or additional tech resources</li> <li>• Inefficiencies and risk of project failure if technical expertise or low quality equipment used</li> <li>• The organisation cannot identify suitable land/access the land</li> <li>• The organisation cannot afford the land due to cost uncertainties after testing</li> </ul>
	<b>Environmental</b>	<ul style="list-style-type: none"> <li>• Emerging organic contaminants, microplastics and other micro contaminants effects</li> <li>• The Nature Calls project does not appropriately allow for Climate Change within the land use area requirements</li> <li>• Inadequate wider scheme Natural hazards and climate change assessment</li> </ul>
	<b>Procurement and contract management</b>	<ul style="list-style-type: none"> <li>• Consortium members fail to meet their responsibilities, potentially leading to financial losses</li> <li>• Selected supplier fails to deliver – especially if they are using unfamiliar technology</li> <li>• Issues such as data privacy, IP ownership, data ownership, product efficacy, governance, contractual terms, and financial disagreements can lead to supplier disputes.</li> </ul>
<b>Closure Phase</b>		
<b>Delivery Risks</b>	<b>Governance and reporting</b>	<ul style="list-style-type: none"> <li>• Lack of accountability and monitoring and reporting mechanisms to properly identify and manage project issues and challenges.</li> <li>• Risks are not mitigated and corrective actions are carried out too late.</li> <li>• Potential project disruption as a result of improper risk management – planning, identifying, assessing and managing project risks</li> </ul>
	<b>Financial (funding, budgeting, cost control)</b>	<ul style="list-style-type: none"> <li>• Final payment issues arise</li> <li>• One party is held responsible for the failures/mistakes of others during the project</li> </ul>
	<b>Quality (meeting agreed specifications)</b>	<ul style="list-style-type: none"> <li>• The project does not have adequate quality management processes and controls which may lead to poor quality deliverables, rework and compromised project outcomes</li> </ul>
<b>Project Risks</b>	<b>Stakeholder and iwi management</b>	<ul style="list-style-type: none"> <li>• The organisation fail to create a comprehensive overview of the project's outcomes to provide to stakeholders, resulting in confusion around the success of the project and potential reputation risks and conflicts</li> <li>• The organisation fail to inform parties of project completion – legal or contractual risk</li> <li>• The organisation do not oblige with the form of reporting required by public sector bodies and NGOs</li> </ul>
	<b>Technical or solution risks</b>	<ul style="list-style-type: none"> <li>• Final solution does not meet initial requirements and does not deliver planned benefits</li> <li>• The organisation are not prepared for complications at the closure stage of the project</li> </ul>
	<b>Procurement and contract management</b>	<ul style="list-style-type: none"> <li>• Performance and payments disputes</li> </ul>



Report

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Adoption of Nature Calls Steering Group Terms of Reference

**PRESENTED BY:** Mike Monaghan, Group Manager Three Waters

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

**RECOMMENDATION TO COUNCIL**

1. That Council adopt the Terms of Reference for the Nature Calls Steering Group (Attachment 1).

**1. ISSUE**

- 1.1 In November 2022, a Council resolution agreed that a new Steering Group for the Nature Calls Project would be established. This Steering Group would replace the Project Reference Group (PRG) that was in place during the consent preparation phase with a new steering group to be established during the post-lodgement phase of the application until such time a decision is received on the consent for the Project.
- 1.2 On 1 November 2023, Council agreed to a draft Terms of Reference (ToR) being presented to the Nature Calls Steering Group for consideration. The draft ToR would be circulated to the Steering Group members for discussion as an order of business at the first meeting. The finalised version would be brought back to Council for adoption by Elected Members.
- 1.3 Officers are seeking Council adoption of the final Terms of Reference. Input and agreement from key iwi partners and major stakeholders have been incorporated in the final Terms of Reference presented as attachment 1.

**2. BACKGROUND**

- 2.1 The Nature Calls Steering Group met on 19 December 2023. The main agenda item at this meeting was a discussion on the draft Terms of Reference. Feedback was received both during and after the meeting from members in attendance. The draft Terms of Reference were met with general agreement, with a small number of amendments suggested and agreed to. Amendments to the draft ToR are detailed below, with section reference and numbering to make it clear to Elected Members what changes have been made. Attachment 1 is the final version that is ready for adoption. Attachment 2 is the original draft ToR, provided for Members reference.

## **Purpose of the Steering Group**

**3.1** - To give effects to the principles of Te Tiriti o Waitangi and Te Mana o te Wai. The Steering Group members will develop a set of principles to enable Te Mana o te Wai to be an enduring focus of the group.

## **Term of the Steering Group**

**4.2** Future Steering Groups and membership of such will be developed prior to the expiry of this Steering Group.

## **Code of Conduct**

**5.3** All matters and information provided to the Steering Group Members for consideration or review are considered to be public unless marked otherwise.

**5.4** Any material marked or considered to be confidential requires the approval of the Chairperson prior to it being released

## **Membership of the Steering Group**

**6.1** The Steering Group shall comprise of representatives from key Iwi and stakeholder groups as endorsed by Council or as subsequently amended by agreement of Council

**6.2** A foot note was provided by Te Tūmatakahuki explaining that Te Tūmatakahuki is a cluster of hapū and Marae of Ngati Raukawa te Au ki te Tonga based in the lower catchment of the Manawatu and Horowhenua.

**6.3** Advisors to the Committee include the Chief Executive (PNCC) and/or their delegate(s).

**6.4** Invited guests can include any technical experts or regulatory representatives as agenda items require

## **Frequency of Meetings**

**7** Meetings will be bi-monthly starting in February 2024 unless extraordinary meetings are required to consider matters arising.

## **Secretariat**

**8** PNCC will provide secretariat support to take and distribute meeting minutes in a timely manner and to ensure meeting invites and relevant pre meeting reading material is shared and distributed appropriately.



## **3. NEXT STEPS**

- 3.1** If adopted, the Terms of Reference will be distributed to all members of the Nature Calls Steering Group.

## COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 4: An Eco City	
The recommendations contribute to the achievement of action/actions in Waters	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	

## ATTACHMENTS

1. Attachment 1 - Nature Calls Steering Group Terms of Reference - Final [↓](#) 
2. Attachment 2 - Nature Calls Steering Group draft Terms of Reference [↓](#) 

## NATURE CALLS STEERING GROUP – TERMS OF REFERENCE

05.04.2024

### 1 BACKGROUND

- 1.1 Palmerston North City Council (**Council**) submitted the resource consent application for the 'Nature Calls' Project to Horizons Regional Council (Horizons) late 2022. This project is the culmination of four years of work developing the Best Practicable Option (BPO) which comprises highly treated wastewater being discharged to the Manawatū River or to land.
- 1.2 During the consent application preparation phase a Project Reference Group (PRG) was established. The PRG were involved in the consideration of adaptive management options during the development of the application.
- 1.3 As part of the consent application that was submitted to Horizons, a draft Adaptive Management Strategy (AMS) was submitted. The objective of this strategy will be to;
  - a) *Reduce the volume of wastewater being discharged to River*
  - b) *Restoration of natural awa, landscapes and cultural enhancement*
  - c) *Enhance the quality of treated wastewater over the term of the consent; and*
  - d) *Consider treatment plant discharge as a resource*

### 2 PURPOSE OF TERMS OF REFERENCE

- 2.1 The Terms of Reference (**ToR**) sets out the purpose of the Nature Calls Steering Group (Steering Group), its code of conduct, membership and key working protocols. The ToR may be altered by the mutual agreement of all the Steering Group Members at any time subject to the agreement of Council.

### 3 PURPOSE OF THE STEERING GROUP

- 3.1 To give effects to the principles of Te Tiriti o Waitangi and Te Mana o te Wai. The Steering Group members will develop a set of principles to enable Te Mana o te Wai to be an enduring focus of the group.
- 3.2 Ensure ongoing engagement with all parties outlined in 6.2 during the consent processing phase of the Nature Calls project.
- 3.3 To develop adaptive management options to meet the objectives of the AMS and to provide updates to Council on the progress of the consent application.

### 4 TERM OF STEERING GROUP



- 4.1 The term of the current Steering Group will be for the period that the consent is being processed. The Steering Group in its current form will cease to exist when the consent decision is issued.
- 4.2 Future Steering Groups and membership of such will be developed prior to the expiry of this Steering Group.

## **5 CODE OF CONDUCT**

- 5.1 Steering Group Members shall commit to actively participate in good faith.
- 5.2 Steering Group Members shall work collaboratively and commit to being respectful of different perspectives and make every effort to find consensus, acknowledging that agreement may not always be possible.
- 5.3 All matters and information provided to the Steering Group Members for consideration or review are considered to be public unless marked otherwise.
- 5.4 Any material marked or considered to be confidential requires the approval of the Chairperson prior to it being released
- 5.4 Participation in the Steering Group will not inhibit participants from exercising their rights as a submitter.

## **6 MEMBERSHIP OF THE STEERING GROUP**

- 6.1 The Steering Group shall comprise of representatives from key iwi and stakeholder groups as endorsed by Council or as subsequently amended by agreement of Council.
- 6.2 Membership of the Steering Group shall include one representative from the following (excluding Council representatives):
  - Rangitāne o Manawatū
  - Te Roopu Taiao o Ngāti Whakātere
  - Te Tūmatakahuki <sup>1</sup>
  - Manawatū Business Chamber
  - Food & Fibre Forum
  - Federated Farmers
  - Environment Network Manawatū
  - Fish and Game
  - Fonterra
  - Industry Representatives (to be confirmed)
  - Te Whatu Ora
  - Mayor (Chair)
  - Elected Members (3)

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<sup>1</sup> Te Tūmatakahuki is a cluster of hapū and Marae of Ngāti Raukawa te Au ki te Tonga based in the lower catchment of the Manawatu and Horowhenua

- 6.3 Advisors to the Committee include the Chief Executive (PNCC) and/or their delegate(s).
- 6.4 Invited guests can include any technical experts or regulatory representatives as agenda items require.

## **7 FREQUENCY OF MEETINGS**

Meetings will be Bi-monthly starting in February 2024 unless extraordinary meetings are required to consider matters arising.

## **8 SECRETARIAT**

PNCC will provide secretariat support to take and distribute meeting minutes in a timely manner and to ensure meeting invites and relevant pre meeting reading material is shared and distributed appropriately.

## NATURE CALLS STEERING GROUP – DRAFT TERMS OF REFERENCE

### 1 BACKGROUND

- 1.1 Palmerston North City Council (**Council**) submitted the resource consent application for the 'Nature Calls' Project to Horizons Regional Council (Horizons) late 2022. This project is the culmination of four years of work developing the Best Practicable Option (BPO) which comprises highly treated wastewater being discharged to the Manawatū River or to land.
- 1.2 During the consent application preparation phase a Project Reference Group (PRG) was established. The PRG were involved in the consideration of adaptive management options during the development of the application.
- 1.3 As part of the consent application that was submitted to Horizons, a draft Adaptive Management Strategy (AMS) was submitted. The objective of this strategy will be to;
  - a) *Reduce the volume of wastewater being discharged to River*
  - b) *Restoration of natural awa, landscapes and cultural enhancement*
  - c) *Enhance the quality of treated wastewater over the term of the consent; and*
  - d) *Consider treatment plant discharge as a resource*

### 2 PURPOSE OF TERMS OF REFERENCE

- 2.1 The Terms of Reference (**ToR**) sets out the purpose of the Nature Calls Steering Group (Steering Group), its code of conduct, membership and key working protocols. The ToR may be altered by the mutual agreement of all the Steering Group Members at any time subject to the agreement of Council.

### 3 PURPOSE OF THE STEERING GROUP

- 3.1 To give effects to the principles of Te Mana o te Wai (refer Attachment 2).
- 3.2 Ensure ongoing engagement with all parties outlined in 6.2 during the consent processing phase of the Nature Calls project.
- 3.3 To develop adaptive management options to meet the objectives of the AMS and to provide updates to Council on the progress of the consent application.

### 4 TERM OF STEERING GROUP

The term of the Steering Group will be for the period the consent is being processed. The Steering Group will cease to exist when the consent decision is issued.

## **5 CODE OF CONDUCT**

- 5.1 Steering Group Members shall commit to actively participate in good faith.
- 5.2 Steering Group Members shall work collaboratively and commit to being respectful of different perspectives and make every effort to find consensus, acknowledging that agreement may not always be possible.
- 5.3 All matters and information provided to the Steering Group Members for consideration or review, and all deliberations of the Steering Group shall be treated as confidential until and unless the information has been approved for public release by Council or by the Chief Executive.
- 5.4 Participation in the Steering Group will not inhibit participants from exercising their rights as a submitter.

## **6 MEMBERSHIP OF THE STEERING GROUP**

- 6.1 The Steering Group shall comprise of representatives from key iwi and stakeholder groups as endorsed by Council or as subsequently amended by agreement of Council.
- 6.2 Membership of the Steering Group shall include one representative from the following (excluding Council representatives):
  - Rangitāne o Manawatū
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  - Te Tūmatakahuki
  - Manawatū Business Chamber
  - Food & Fibre Forum
  - Federated Farmers
  - Environment Network Manawatū
  - Fish and Game
  - Fonterra
  - Industry Representatives (to be confirmed)
  - Te Whatu Ora
  - Mayor (Chair)
  - Elected Members
  - Chief Executive and delegated officers

## **7 FREQUENCY OF MEETINGS**

- 7.1 Bi-monthly or other such frequency as appropriate to consider matters arising.

## MEMORANDUM

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** 2023 Residents' Survey Action Plan

**PRESENTED BY:** Andrew Boyle, Head of Community Planning and Jessica Ballinger, Marketing Manager

**APPROVED BY:** David Murphy, Chief Planning Officer  
Donna Baker, Acting Chief Executive Unit Manager

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### RECOMMENDATION TO COUNCIL

1. That Council note the actions being undertaken in response to the 2023 Residents' Survey results.
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#### 1. ISSUE

- 1.1 This report looks at the trends from the 2023 Annual Residents' Survey results and outlines what Council needs to do to improve its reputation and satisfaction with its services.

#### 2. BACKGROUND

- 2.1 In September 2023 Council received the results of the 2023 Residents' Survey. Council resolved to request the Chief Executive to bring back an Action Plan for the 2023 Residents' Survey's results.
- 2.2 Council noted that the rationale for the resolution was that the survey results showed a drop in satisfaction in various areas, including Council's reputation, and Elected Members needed to understand what work needs to be done to address the issues.

#### 3. DISCUSSION OF SURVEY RESULTS

- 3.1 The Residents' Survey measures residents' perceptions of Council's reputation and its services.
- 3.2 Trend data from the survey shows that satisfaction with Council's reputation and services was fairly steady or increased between 2019 and 2021, but then dropped considerably in 2022. The 2023 results were similar to 2022.

3.3 Other councils experienced similar drops in 2022. This suggests that national factors such as COVID-19, tough economic times, and cost of living increases all impacted on how people felt and how they rated councils, including PNCC. This led to lower satisfaction scores for our reputation and service.

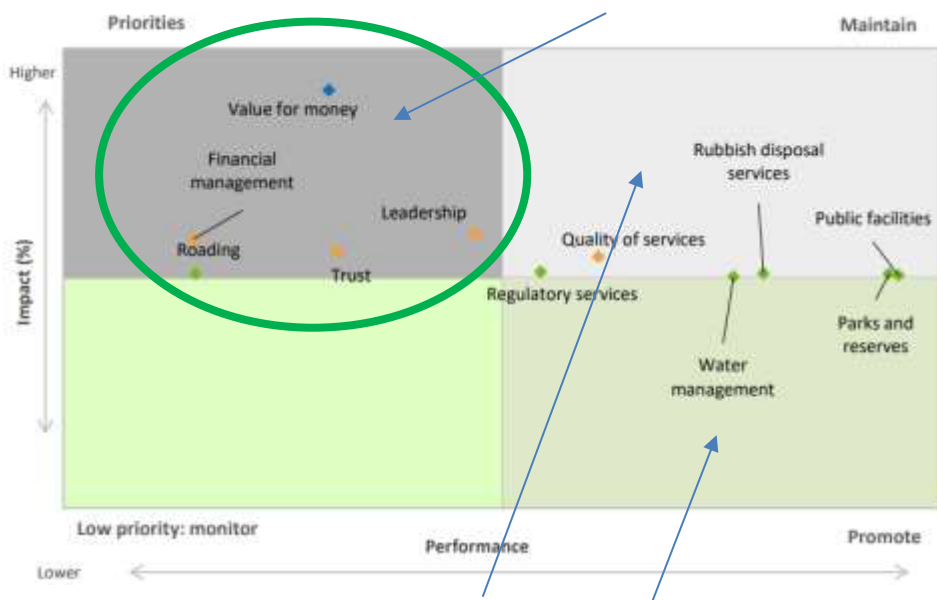
3.4 The survey also identifies the priorities for Council to improve satisfaction with its reputation and services. In the 2023 Survey Report KeyResearch said that:

*"The key priorities for [Palmerston North City] Council include Value for Money, and perception of Council Reputation measures that include Leadership, Trust and Financial Management. Another priority to focus on is Roothing."*

*"Verbatim comments left by the respondents indicate general disagreement with how rates are spent, as well as not enough effort from Council to consult the public before making financial decisions."*

*"Over the past years, road maintenance has received the highest number of comments from respondents. The issues mentioned include the need for improved maintenance and ensuring that roads are safe to use."*

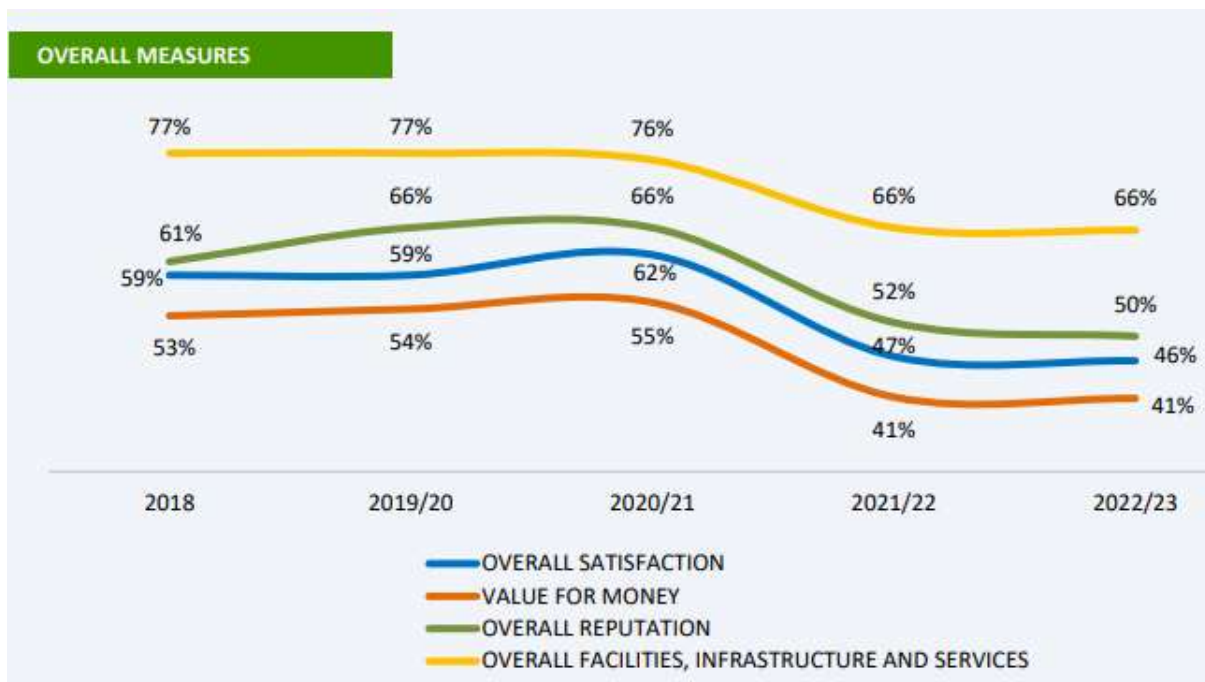
3.5 These priorities are shown in the Opportunities and Priorities matrix from KeyResearch. The areas Council should focus on improving are in the Priorities quadrant. These are the areas that have the highest impact on how residents perceive Council overall and the lowest performance. The 2023 priorities are similar to previous years' results.



3.6 Other areas are in the Maintain and Promote quadrants. "Maintain" means the area has a high impact on how residents perceive Council and residents consider it is performing well – hence Council should continue this level of performance. "Promote" means Council is performing well but this has little

impact on how Council is perceived, so Council should let people know what it does in these areas to get some reputational credit from its good performance.

- 3.7 Four reputational areas and one service area are in the Priorities Quadrant: Value for Money, Trust, Leadership, Financial Management and Roading. Value for Money, Trust, Leadership and Financial Management all overlap and actions to address one will impact on the others. Hence they are considered together in this report.
- 3.8 The following graph also shows that reputational measures are a priority to address.
- 3.9 Satisfaction with Council's Value for Money (the red line), Overall Reputation (green) and Overall Satisfaction (blue) are all around 15-20 percentage points below Satisfaction with Council's Facilities, Infrastructure and Services (yellow). In other words, residents are generally satisfied with our services, but this does not fully flow through into Council's reputation and overall satisfaction.



- 3.10 These two charts mean that Council is unlikely to markedly improve its overall reputation by focussing solely on improving its services. Instead, our main focus should be on raising residents' awareness that it is the Council that provides many of the services that they trust and rely on every day.

#### 4. PRIORITY ACTIONS TO ADDRESS THE RESIDENTS' SURVEY RESULTS

4.1 Many of Council's actions to address the Survey's results fall into three broad areas:

- Raising residents' awareness of Council's services and role in the city
- Leading the city and providing reliable, value for money services through the Long-Term Plan
- Improving those services where satisfaction is low.

##### **Raising residents' awareness of Council's services and role in the City**

4.2 This occurs through a wide mix of formal and informal actions.

4.3 Since receiving the results from the last Residents' Survey, a new initiative - the "What does Palmerston North City Council do?" campaign – has been launched. This gives residents "a peek behind the curtain of how things work at Palmerston North City Council. It's all about community, democracy, and making Palmy an even better place to call home."

4.4 The campaign is supported by a range of promotional material including video and printed collateral. This material will continue to be promoted through Council channels.

4.5 The Residents' Survey results show younger demographics are less satisfied in Council services than older groups, so we have "What Council Does" information specifically targeted at youth. We have been working with high school students, teaching them about the different ways Council affects their lives.

4.6 For more information on the campaign see: [www.pncc.govt.nz/whatwedo](http://www.pncc.govt.nz/whatwedo)

4.7 The other major initiative directly involves Elected Members talking about Council's role and services, including:

- Elected Members have active roles in drop-in activities with diverse audiences for different activities.
- Elected Members tell people about their roles on Council. This includes talking at schools and Chairs of committees speaking about their portfolios.
- Elected Members' photos and contact information are included on the website and in publications like the Annual Budget/Long-Term Plan consultation documents.
- Elected Members write newspaper columns and appear on radio talking about their roles and Council projects.

- Elected Members and officers use a wide range of communication methods to reach community and stakeholders. This includes significant numbers of formal letters, radio advertising, newspaper advertisements, social media etc. All these communications encourage two-way conversations.

### **Leading the City and providing reliable, value for money services through the Long-Term Plan**

- 4.8 Trust, leadership, value for money, and financial management are central to the Council's Long-term Plan. The LTP is all about what Council will do to lead the city and to provide services that residents can rely on and that provide value for money.
- 4.9 The LTP rests on the Oranga Papaioea City Strategy and Plans. These set out how Council will work towards social, economic, environmental and cultural well-being of communities, now and in the future
- 4.10 Socialisation of the LTP Consultation Document involves an open discussion with the community about the future of Palmerston North, the services that Council could provide, and the value for money people get for these services.
- 4.11 Council is now holding its LTP discussions in public meetings, rather than closed workshops, to engender more trust.
- 4.12 The Residents' Survey is a key source of information for Elected Members and officers at various points of the LTP, including:
  - The environmental scan
  - The direction setting strategic retreat
  - Oranga Papaioea City Strategy and Plans
  - Asset Management Plans and Activity planning
  - Prioritisation Activity Summary Sheets.

### **Improving Council services where satisfaction is low**

- 4.13 The Residents' Survey clearly shows that the priority area amongst Council services is transport, particularly road maintenance.
- 4.14 Council and Fulton Hogan have been looking at improvements to the roading maintenance process as part of the LTP. A report is going to Council in May proposing an increased budget, more clearly defined key deliverables for the contract, and a more transparent process.

- 4.15 Council's Business Assurance Team has overseen an external review on the performance of the contract. Recommendations from this are considered in the Report going to Council in May.
- 4.16 Other improvements in the way Council invests in, and manages, its roading network are highlighted in the Palmerston North Integrated Transport Initiative (PNITI). These include:
- The Manawatū regional freight ring road to stop trucks using residential streets.
  - Building a more balanced network that allows more people to walk, cycle or use public transport to get around.
  - Building safer roads and intersections.
  - Incorporating urban design into roading projects (such as Cuba St).
  - Changing the way streets in the city centre look and operate to make the CBD more vibrant and attractive and to bring economic benefits.
  - Footpaths are inspected every two years and are covered by the roading maintenance contract.
  - Continuing to upgrade lights to LED and increasing programme to replace failed LED units.
- 4.17 One other service has dissatisfaction greater than 20% - community engagement. Here Council encourages people to have their say by offering a range of easy-to-use techniques. Through the "What does the Council do?" campaign it is also working to ensure residents understand the breadth and relevance of Council's services so they are more motivated to have their say.
- 4.18 Note that community engagement and trust have a close two-way relationship.

### **Ongoing Implementation of these actions**

- 4.19 The Council identified "Loss of public trust in Council" as a strategic risk at the March 2024 Risk and Assurance Committee. Public trust in Council is largely a result of residents' perceptions of Council's leadership in the city and the reliability and value for money they feel they get from Council's services. It is the central issue raised in the Residents' Survey results.
- 4.20 Having 'loss of public trust' as a strategic risk means that:
- Officers will prepare a risk register for a loss of public trust in Council. This will identify the causes and consequences of a loss of trust. The risk register will include controls and mitigations (actions) to improve trust in Council. Note: the Risk and Assurance Committee adopted 11 strategic risks. Officers will progressively prepare risk registers for each of these. The risk

register for loss of public trust is likely to be reported to Committee in September 2024.

- The Risk and Assurance Committee will receive regular monitoring reports on the risk rating of Council's strategic risk registers.

4.21 In other words, identifying "loss of public trust in Council" as a strategic risk puts the actions identified in this report, along with other actions subsequently identified, into a formal risk register that Council will implement and monitor on an ongoing basis.

## 5. NEXT STEPS

5.1 KeyResearch is working on the 2024 Residents' Survey. The survey is carried out in quarterly batches and the annual report will be sent to Council in July. Officers will prepare a report for Council to consider in September.

5.2 The "What does Palmerston North City Council do?" campaign will continue to roll out, reminding residents that it is Council that provides many of the value for money services that they rely on every day.

5.3 Council is currently consulting on the LTP. At its core the LTP is a community – Council conversation about Council's leadership, trust, and value for money services. Council will adopt the LTP in June.

5.4 A report will go to Council in May with an improved road maintenance contract.

5.5 Officers will prepare a Strategic Risk Register. The strategic risks include "a loss of public trust in Council". This will identify the causes and consequences of a loss of trust, along with mitigation actions. The risk register for loss of public trust is likely to be reported to the Risk and Assurance Committee in September. Council will receive regular monitoring reports on its strategic risks.

## 6. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions? Some of the actions are dependent on the programmes currently in the proposed 2024 long-term plan.	

Are the recommendations inconsistent with any of Council's policies or plans?		<b>No</b>
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The recommendations contribute to the Council's contribution to the four well-beings and all of Council's goals and plans by giving Council feedback on its reputation and services.	

## ATTACHMENTS

Nil

## MEMORANDUM

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Progress report: Youth Well-being forum and plan

**PRESENTED BY:** Remy Waldteufel-Irvine, Youth Services Team Leader, and Anton Carter, Group Manager Community Services

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

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### RECOMMENDATION TO COUNCIL

**That Council receive the memorandum titled 'Progress report: Youth Well-being forum and plan' presented on 1 May 2024.**

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#### 1. ISSUE

- 1.1 At the Community Committee on 22 November 2023, the Committee resolved a Notice of Motion:

*'That the establishment of a specific Youth Well-being Plan be referred to the 2024-2034 Long Term Plan.*

*That officers facilitate a youth well-being 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.*

*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.'*

- 1.2 This memorandum summarises the findings and insights from the Youth Well-being Forum, which was held on Friday 5 April 2024, and presents analysis from a sector wide scan of youth focused programmes, initiatives and strategic or service gaps.
- 1.3 Due to the timing of the Long-Term Plan deliberations, and the Community Committee meeting schedule, this report is being presented to Council.

## 2. BACKGROUND

### Palmerston North Youth Population

- 2.1 There is a total of 20,280 Young People aged 10 – 24 years in Palmerston North. This equates to 22.1% of the city's total population and is higher than the national population average for the same age group, which is 19.2%.
- 2.2 In recent years, young people have experienced increased challenges in a range of areas including education, health, employment, safety and relationships. Covid-19 had an impact on young people, particularly affecting education and mental health outcomes.
- 2.3 Services nationally and locally are finding it hard to keep pace with escalating needs. Trends seen locally have been mirrored in many parts of New Zealand, and negative trends have been well publicised through national and local media.
- 2.4 Some recent local initiatives that have positively impacted the trajectory of these trends have been:
  - Increasing the numbers of Ministry of Education (MoE) attendance officers to work alongside community to triage young people's needs in response to disengagement with mainstream education.
  - The introduction of a community policing initiative in the Central Business District, with specialist youth liaison staff.
  - Youth-led programming such as Bestcare Whakapai Hauora's Rongomai kaupapa, and YCentral's Rangatahi Ora Easter Event.

## 3. SUMMARY FROM THE YOUTH WELL-BEING FORUM

- 3.1 The forum was held on 5 April 2024 at the Conference and Function Centre. Ninety-five people attended, representing a wide range of services and networks. The forum gave officers the opportunity to understand how Council could better support the Youth Sector.
- 3.2 By bringing people together forum attendees were able to share insights and identify ways the sector works together, what is out there (including available resources and challenges), collaborative opportunities and aspirations.
- 3.3 High level aspirations of the forum attendees were consistent and best expressed through the following quotes:

*"A connected, engaged, cohesive and resilient youth sector, that operates within a collective, mana enhancing manner that ensures youth services across Palmerston North are the best services they can be for the Rangatahi / Whānau they serve"*

*"Develop a shared understanding about how preventive and early intervention is key to establishing a pathway to youth and community well-being"*

*"Networking connections and an understanding of how we can best utilise our services to meet the needs of both young people and the community."*

- 3.4 Table 1 provides an overview of the key insights from the forum. The full Youth Well-being Forum Report is provided in Attachment 1.

**Table 1: Key Insights from the Youth Forum**

<b>Insight 1: Collaboration and networking</b>	<ul style="list-style-type: none"> <li>• Enthusiasm to work differently together</li> <li>• Want to be delivering more collective impact and collaborative work.</li> <li>• There was a focus on whanaungatanga to reconnect the sector, currently there are no regular events that support youth well-being services from across the sector to meet.</li> </ul>
<b>Insight 2: Workforce challenges</b>	<ul style="list-style-type: none"> <li>• There are workforce challenges that affect the aspiration to work closer together.</li> <li>• Frontline staff skills shortage</li> <li>• Lack of administration and co-ordination capacity</li> <li>• Recent high turnover in the sector</li> <li>• Strong desire to know who does what, and what's out there (outside of already established mahi relationships).</li> </ul>
<b>Insight 3: Funding criteria and funding strategies</b>	<ul style="list-style-type: none"> <li>• Increase flexible funding criteria and equitable access</li> <li>• Funding priorities affect responsive joined up work.</li> </ul>
<b>Insight 4: Various accessibility barriers were identified</b>	<ul style="list-style-type: none"> <li>• There is a lack of cross-sector localised data, or information that captures emerging trends.</li> <li>• Development of a service directory to support the sector to know what and who's out there.</li> </ul>

	<ul style="list-style-type: none"> <li>• Access barriers exist for young people.</li> </ul>
<b>Insight 5: Youth Voice and Youth participation</b>	<ul style="list-style-type: none"> <li>• Championing Youth Voice and youth participation</li> <li>• Empowering young people participation and youth voice throughout services at both a strategic and operational level, requires training on best practice and existing frameworks.</li> <li>• Create a shared understanding across the sector on youth development frameworks and best practice to do this.</li> <li>• Continue to develop and maintain safe spaces for young people that are diverse, culturally connected, and equitable to access.</li> </ul>

#### 4. SECTOR WIDE SCAN

4.1 Undertaking a sector wide scan of youth focused programmes and/or initiatives in Palmerston North presented a number of challenges. These included:

- No specific central repository that provides easy access to this information from across the sector.
- The organisations, roles and associated programmes and initiatives that contribute to the well-being outcomes of young people are broad and varied.
- The age range variance for different programmes and initiatives i.e. programmes have a specific targeted age group and access criteria.

##### Youth Directory

- 4.2 Due to the time constraints, a full analysis of current programmes and initiatives could not be completed. To illustrate the breadth and number of services, officers have analysed accessible directory information from the 2016 Youth One Stop Shop (YOSS) Youth Services Directory, and the 2018 Index App Directory Data.
- 4.3 The contents page of the Youth Directory provides a good example of the range and types of services available. This is provided in Attachment 2.
- 4.4 No update of a sector-wide directory has been completed since 2018. This can be attributed to Covid-19, services capacity, and the end of the YOSS Strategic Priority Grants contract.

- 4.5 Analysis of current youth directories suggests there are several referral-based directories that are specific to well-being workstreams. These are current and of use to the organisations that require them but there is no high-level sector-wide resource for services. This was identified as a gap at the forum.

### Programmes and Initiatives

- 4.6 A snapshot of existing programmes and initiatives are provided as examples of the types and range of youth well-being activity being delivered in Palmerston North. This snapshot is provided in Attachment 3.

### Service Gaps

- 4.7 Initial service gaps identified through the Youth Well-being Forum are set out in Table 2.

**Table 2: Identified Service Gaps**

Programming	<ul style="list-style-type: none"> <li>• Service/programme gaps for under 8–14-year-olds outside of school</li> <li>• Lack of programmes and services for 18–24-year-olds not in education, employment, or training</li> <li>• Need for an increase in programming for rainbow and takatāpui young people</li> <li>• Lack of programmes that support neurodiverse young people</li> </ul>
Additional and alternate pathways	<ul style="list-style-type: none"> <li>• Education and development pathways for young people in secondary school and below. Options for young people disengaged in mainstream education and training are limited, and particularly limited for young people under 14.</li> <li>• Access challenges and long waitlists were noted in connection to mental health services for young people.</li> </ul>
Locations	<ul style="list-style-type: none"> <li>• Safe Spaces for diff age groups &lt;13 y/o, 13 - 19, &gt;20 +, these can be utilised as triage spaces to address needs.</li> </ul>
Workforce	<ul style="list-style-type: none"> <li>• Need for more frontline youth workers, mentors and Tuakana + Teina connections</li> </ul>
Funding	<ul style="list-style-type: none"> <li>• Funding for services and programmes that are culturally connected and delivered in ways that strengthen young person's sense of identity and belonging. Rainbow and disabled communities and Pasifika young people.</li> <li>• Increase access through funding for young people to sports, active rec and kapa haka</li> </ul>

## Youth strategies and reports

- 4.6 As part of the sector wide scan, it is important to note there are numerous central Government and Non-Governmental Organisation youth focused strategies and reports relating to youth well-being.
- 4.7 The most relevant report is the *Children and Youth Wellbeing Report 2022/23, [Annual Report on the Child and Youth Wellbeing Strategy for the year July 2022 – June 2023](#)*.

## 5. COUNCIL SUPPORT

- 5.1 Council currently contributes both directly and indirectly to well-being outcomes for young people through the following mechanisms:
  - a. Youth Services (through the City Library Youth Space facility with Youth Services Officers, youth development programmes such as the Palmy Youth Council, Tuia Te Here Tangata mentoring kaupapa and Global Ambassadors).
  - b. Community Funding (through Strategic Priority Grants, Community-Led Initiatives Fund, Creative Communities Scheme, Community Development Small Grants, Youth Council Scholarships and Grants). A breakdown of identified Council funding support is provided in Attachment 4.
  - c. Strategic relationships such as the Regional Inter-Agency Network (RIN) through the Group Manager Community Services and the Regional Leadership Group (RLG) through the Chief Executive.
  - d. Strategic partnerships such as Whānau Ora Strategic Innovation and Development Group (WOSIDG), and Ora Konnect.
  - e. The City Ambassadors Programme.
  - f. Outdoor amenities such as parks, sport fields, skateparks, hiking and biking trails and basketball courts.
  - g. Community facilities such as libraries, community centres, the Regent, Te Manawa, the Globe, CET Arena, and community pools.
- 5.2 While, the above represents identified support from Council, it is difficult to extract specific demographic investment across all Council services.
- 5.3 Officer's recommend utilising current funding mechanisms as a practical way to respond to some of the needs identified at the forum.

- 5.4 Existing funding programmes could be accessed to provide support for the following:
- a. Bi-annual Youth Forum (Community-Led initiatives fund)
  - b. Collaborative Youth Week events (Creative Communities Fund, Arts Event fund)
  - c. Palmerston North Sector wide Youth Services directory (Discretionary funds)
  - d. Programming for rainbow and takatāpui young people (Community-Led Initiatives Fund)
  - e. Encourage more youth organisations to apply for support through the Strategic Priority Grants Round 2025- 2028. (Note: The Youth Sector is large enough to warrant a potential youth focussed sector lead organisation.)

## 6. SUMMARY

- 6.1 Palmerston North is fortunate to have many established organisations, networks and services working towards the well-being of our city's young people. Well-being services are diverse, reflecting the varying access and support needs of young people.
- 6.2 Should Council wish to further progress a Youth Well-being Action Plan, resourcing will be required to both strengthen the internal youth services provision and strengthen support to the youth sector.
- 6.3 The strategic focus of a Council-led Youth Well-being Action Plan could be centred around the three following initial themes:

**1. Connection** – Improve ways for the Youth Sector to be more connected to be able to share information, resources and knowledge.

**2. Collation** – Collation of existing youth data at a local level to provide better insights to youth well-being trends to help inform decision making.

**3. Communication** - Improve ways of communicating available youth services and programmes to a wider audience to improve accessibility to these services and initiatives.

## 7. CONCLUSION

- 7.1 The Youth Well-being Forum was invaluable for gaining direct insights from the youth sector and there was strong feedback for six monthly youth forums to increase collective impacts and positive outcomes for young people.

7.2 Council provides a range of support and funding through existing mechanisms, directly or indirectly to organisations and initiatives that deliver well-being outcomes for young people.

7.3 Existing Council funding mechanisms could be utilised to address specific sector needs, such as outlined in section 5.4.

## 8. NEXT STEPS

8.1 Officers will actively communicate Council funding opportunities with the youth sector and provide guidance to access these opportunities.

8.2 Officers will investigate opportunities for a potential youth sector lead organisation.




8.3 Officers will continue to work with Interagency networks, strategic partner networks and Central Government agencies to strengthen support for the youth sector and outcomes for young people.

## 9. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>Yes</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	
The action is: Support Communities to achieve their aspirations. Be a city where people feel safe and are safe.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	A Youth Well-being Action Plan contributes to the social and cultural well-being strategic outcomes.

## ATTACHMENTS

1. Youth Well-being Forum Report [↓](#) 

2. Sector Wide Youth Services Directory 2016 [↓](#) 
3. Sector Wide Scan - Programmes and Initiatives [↓](#) 
4. Council Direct and Indirect Funding support [↓](#) 



## Draft-Youth Wellbeing Forum Highlights Report – April 5th 2024



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Appendix 3: Who was in the Room: Registered attendees Networks and Organisation Data

Appendix 4: Pre-forum survey question and post-forum feedback – Attendees

## 1. Acknowledgments

The Youth Well-being Forum would not have been possible without the kaimahi who contributed time, awahi, and shared their skills and expertise.

Special thanks go to Emma Hawkins and the team at Bestcare Whakapai Hauora. Tash and Angelique from YCentral, Young People from Freyberg Highschool, Palmy Youth Council and the YCentral Rangatahi Ora programme.

A big mihi to Nuwyne Te Awe Awe – Mohi, Todd Taiepa, Leon Tufuga, Pete Butler, Trissel Mayor, Rhia Taonui, Sam Davis, Emma Hawkins, Gavin Smith, Helen Lehndorf, Catherine Davies, Josh Everson, Sergeant Leanna Bloemendaal, Anton Carter, Abi Symes Peter Grey and Norelle Ward, who created amazing spaces to come together and share experiences as a sector.

Shout outs to our youth sector whānau – who took time away from important work to participate.

Thanks heaps to Emma and the team at the Conference and Function Centre for the venue, catering, and technical support.

Thank you to the Ministry of Social Development/Regional Public Service Director for providing some putea to support the development of the forum.

## 2. Background

The Youth Wellbeing Forum was for kaimahi and organisations that work with the aspirations of young people and their communities. It was 'sector' focussed, looking at what empowerment factors contribute to proactive youth wellbeing work. It's hoped that the forum and associated insights will support agencies and services to start to connect in a way that empowers collective impact and supports young people to have access to the things they need to lead and to thrive.

The Forum provided an opportunity for people working to across the sector to come together for the first time in some time. The aim was to collaboratively map what is already out there, and to understand the challenges, gaps and aspirations of the sector.

The Forum was hosted at the Conference and Function Centre on the 5<sup>th</sup> April. Ninety-five people attended, representing a wide range of services and networks. Nine hundred and ninety-eight discussion points were shared across four half hour breakout sessions.

## 3. Summary of Key insights:

### Insight 1: Collaboration and networking

- Enthusiasm to work differently together
- Any next steps need uphold a collective impact process that allows the sector to proactively respond to trends and issues that arise
- Through whanaungatanga reconnect across the sector.
- At a sector-wide level, there are no current regular events where services that contribute to wellbeing outcomes for young people meet.
- Youth-Centred Decision Making

### Insight 2: Workforce challenges

- There are workforce challenges that affect the aspiration to work closer together
- Frontline staff skills shortage
- Admin and coordination capacity
- Recent turnover in the sector
- Knowing who does what, and what is out there (outside of already established mahi relationships).

### Insight 3: Funding criteria and funding strategies

- Increase flexible funding criteria, and equitable access.
- Funding priorities affect responsive, joined up work.
- Funds need to support the aspirations of young people

### Insight 4: Various accessibility barriers were identified

- There is a lack of cross-sector localised data, or information that captures emerging trends
- Development of a service directory to support the sector to know what and who's out there
- Access barriers exist for young people

### Insight 5: Youth Voice and Youth participation

- Young People shape their world and definition of success
- Organisations want to be championing Youth Voice and youth participation.
- From and organisational lens, championing youth voice/representation requires training on best practise and existing frameworks
- Continue to develop and maintain Safe Spaces for young people/youth hubs that are diverse, culturally connected, and equitable to access.
- Safe spaces for young people, provide an important focal point for assisting in information sharing and connection to services for young people.

### 3. Community Engagement Method

#### Forum development

It was important to create space for young people's voices in this work. Limitations were the timeframe available to deliver the forum, the forum focus (challenges faced by services) and the undetermined capacity for delivery/action post forum. Any further work in this space will need to engage more widely with youth champions and young people across the city.

#### Youth Champions

Youth Champions from Best Care Whakapai Hauora and Youth Space travelled to the Freyberg Youth Expo, a Rangatahi Ora Class and a Youth Council Meeting. Young people were informed of where their insights would go, why it was important, the timeframe, and the scope and purpose. Discussion prompts had been designed by the Palmy Youth Council to understand wellbeing through a youth lens.

The themes of these conversations can be seen in the two Rangatahi voice documents attached (Appendix 1 and 2). It is by no means a comprehensive view but is a starting point in understanding the needs and aspirations of young people in our city.

#### Working Group

A working group formed who gave guidance on the shape and format of the forum. Huge thanks to the commitment from Highbury Whānau Center, Best Care Whakapai Hauora, YOSS, Youthline, Ara Poutama, Mana Whaikaha, and Palmy City Council.

#### Forum Facilitators

Facilitators played a crucial role in encouraging rich discussions and recording insights. Participants shared perspectives from their role, day to day work, organisation, and networks. Insights were captured by attendees recording their own reflections on a shared paper at the center of each discussion table. The reflections from the note pads would later be transferred into a spreadsheet to be analysed.

The facilitation process for the forum consisted of four sessions throughout the day, with different groups rotating through four breakout tables. Each session was 30 minutes. Attendees were divided into small randomized groups with an average of seven people per table. The one exception being the Dreams and Aspirations table that worked as a group twenty plus at a time.

The venue was arranged into four clusters of tables, numbered 1 to 4, corresponding to the following topics:

**Discussion Table 1:** "What's out there for the sector and for young people"

**Discussion Table 2:** "Defining the gaps and challenges faced by the sector, and how these impact upon our work with young people"

**Discussion Table 3:** "Ways of working together"

**Discussion Table 4:** "Aspirations and dreams of the sector"

#### Post Forum

Facilitators assisted in the analysis of the discussion themes from their respective tables. This analysis contributes to this forum highlights report. The shared documents were photographed and transferred into an excel spreadsheet, where the themes could be grouped.

Feedback from attendees was sought via Microsoft form, participants expressed interest in future collaborations, additional forums, resource sharing, and advocated for continued collective action. You can see this information in Appendix 5 attached.

## 4. Young People told us

Appendix 1: Snapshot of 'stressors and successes' from young people at YCentral's Rangatahi Ora Programme. Questions were created by the Palmy Youth Council and kōrero with students facilitated by Bestcare Whakapai Hauora and YCentral. Snapshot document collated by Emma at Bestcare Whakapai Hauora and Remy at Youth Space.

Appendix 2: A snapshot of 'stressors and successes' from 250 young people at Freyberg Highschool's Youth Expo. Questions were created by the Palmy Youth Council and kōrero with students facilitated by Bestcare Whakapai Hauora. Snapshot document collated by Emma at Bestcare Whakapai Hauora.

Please see appendix 1 and 2 attached below

## 5. Discussion Themes

### Discussion Table 1: What's Out There

Participants at this session collaboratively mapped what was out there to support young people and services in Palmerston North. Discussion points also included how information is shared, where the access gaps are, and some potential next steps.

- a) One hundred and five services in Palmerston North were identified at the forum. Most organisations were listed multiple times, which demonstrates the interconnectedness of the sector.
- b) Ten free to access places were identified. These were, city parks, the awa, libraries, the skate park, basketball courts across the city, cbd youth space, FLIP4412 youth space, Plaza Food court, Kapa Haka spaces, all saints center and church youth groups. The lack of indoor (not weather dependent) and free to access community was a gap that affects under 13-year-olds, and young people not in school employment and training.
- c) 8 – 13-year-olds had limited accessible programme options outside of school. 'Things to do' for 18-24-year-olds not in employment or training was also hard to determine. The need for more programmes that supported neurodiverse young people and their whānau was spoken about. As well as access to activity that supported young peoples place to stand, belonging and identity.
- d) Info sources that assist services and young people in knowing what's out there were; social media; school notices; E-Panui; Community Noticeboards; paid advertisements ("busses, billboards, movable trailers"); and kanohi ki te kanohi information shares. Face to face shares was identified as the preferable method by services.
- e) Regional and local networks identified were; RIN; RPA; SAB; Ora Konnect; Activating Rangatahi Network – Sport Manawatū; Manawatū Youth Collective – Youthline CNI; MAIN; PTE network; Mayor's Taskforce for Jobs of New Zealand; Te Pū Harakeke; MH&A SU advisory Group; Young Enterprise Trust; Pasifika Fusion committee; Pasifika Reference Group and other City Council reference groups; University Scholarship Advisory Committee; and Launch Youth Nu'u – Village. These networks connect the sector, pieces of work and communicate emerging trends and priorities. An opportunity for Council to support cohesion, would be to increase visibility of these established networks and workstreams.
- f) There are limited tools with a sector wide focus to tell 'what's and who is out there'. There is a lack of face to face events that bring together the breadth of organisations working to deliver wellbeing outcomes. This theme can be seen throughout the subsequent discussion tables. A lot of institutional knowledge about what is out there and the whakapapa of youth development work in Palmerston North relies on historic youth sector relationships to distribute. Supporting skills development in youth work was highlighted, but with little discussion of what training was available. The "Wellington Regional Youth Workers Trust" of which we have a local rep, "Te Tihi", and "supervision" were identified as important contributors to building kaimahi

knowledge. The low number of professional development opportunities was also highlighted at other discussions tables throughout the day.

- g) More training and support needed to create safe spaces for neurodivergent Rangatahi and their whānau. More training and support to understand the ongoing effects of intergenerational trauma, and inequity, to support working without stigma.

### Discussion Table 2: Gaps and Challenges faced by the sector

Participants at this session discussed challenges and barriers faced by the sector. This discussion table utilised 'youth voice' papers (please see appendix 1 and 2) to prompt discussions about responding to the needs and aspirations of young people.

- a) Funding settings affect the delivery of joined up and responsive youth development mahi. Criteria often lack flexibility, and funding priorities can decrease responsiveness to community need. Funding needs to be available to support young people's access to basic needs (funded lunch programmes, housing, educational resources, transport). Increased funding to support young people's access to development experiences (in particular for y.p. NEETS). Involving young people in the setting of funding priorities would assist funders to deliver good outcomes through services. Criteria also could affect services 'entry requirements' preventing kaimahi from seeing the 'whole person' and engaging in a mana enhancing way..
- b) Various access barriers were identified. These affected young people's access to services, and services engagement with young people. Physical accessibility and location barriers were identified. Methods of community engagement and jargon make it difficult for young people to build trust, make informed decisions, and seek support
- c) Varying access to localised data on trends and knowledge of successes can affect services ability to mobilise and be proactive.
- d) Kōrero about services delivery challenges highlighted a shortage of frontline youth workers/mentors. The positive impact of youth workers and mentors on wellbeing, was reflected by young people in the Rangatahi Voices workshops at Freyberg Highschool, YCentral and with Youth Council.
- e) Questions were asked about the inclusivity of mainstream education, and whether it meets the needs of all students. Challenges within the education system saw large numbers of young people leaving school before 16, are not aware of training and employment pathways available to them. Youth Voice (appendix 1 and 2) highlight this education stressor for young people, and also points to the power career advisor hold in directing the futures of young people.
- f) Career advisors can help a young person make informed decisions and reach their aspirations. Young people let us know that this was sometimes career advisors need to support career advisors to be more connected "School Student services officer/staff/counsellors etc. Should have knowledge around what is available", "Talk to schools so they know [services] exist".

### Discussion Table 3: Ways of working together

Discussion points at this table were designed to map the ways of working together to create better outcomes for young people.

- a) New youth workers to the sector shared what was missing and had suggestions for new ways of working, people who had been in the sector for some time could point to existing and historical pieces of work or resourcing. This highlighted the importance of connecting kaimahi across career journeys to share and build the next foundations.
- b) A desire to undertake more collaborative work, to be able to respond to community need was identified. "Capacity around coordination and administration hours are needed to connect the sector", "Pou kōrero in the community. Roles who hold connections to networks + services across Papaioea", "Council can help facilitate needs, connectors/Knowing where to go",

"Addressing the base issues INSTEAD of targeting demographics", "Make transformational changes that are impactful" though "proactive ways of working".

- c) Barriers included time to connect with other services, competition for funding, differing priorities, and a lack of mechanisms for coordination. Workforce staffing challenges were highlighted regularly, in particular relation to coordinators and youthwork. The factors identified through the forum that contribute to a joined-up state, are relationship building, being strengths based with one another, understanding what is out there, working on sharing of resources, knowledge and programmes that keep pace with changing wellbeing needs.
- d) Collective work needs to ensure that it enables services to work in a mana enhancing way, collectively and responsively, and centres the needs and aspirations of young people. Collective work across the sector needs to have young people at the table in a meaningful way. And that this is to be done ethically and in accordance with youth voice best practise models.
- e) High staff turnover within organizations can disrupt collaborative efforts and continuity of initiatives. The turnover of staff may lead to a loss of institutional knowledge and expertise, making it difficult to sustain collaborative projects over the long term.
- f) There was an emphasis on the responsibilities for orgs and kaimahi to center youth perspectives in our work. Empowering young people and providing mentorship opportunities to help them develop skills, confidence, and leadership abilities. Initiatives that facilitate tuakana-teina connections. The sector places importance on being inclusive and diverse, ensuring that the voices and perspectives of all young people are heard and represented.
- g) Identified was a need to develop a framework to do this. Despite a keen interest in involving youth voice and encouraging youth representation. There was no acknowledgment of youth development frameworks that support youth voice and youth participation that included ethics.

#### Discussion Table 4: Dreams and Aspirations of the Sector

Attendees discussed aspirations and dreams for their work in the youth sector and the workforce. Examples of the prompts asked were, what would a future youth sector look like without limitations, where every young person's dreams and aspirations are nurtured and supported? How can we foster a culture of collaboration and partnership among organisations to create a collective impact that transcends boundaries?

- a) There was a strong focus on whanaungatanga and thinking differently about how we work with each other and with young people. There is a strong desire for more collaborative work and collective impact to address systemic needs. "Need to capitalise on collective impact across the sector", Success is "Being Kanohi ki te Kanohi. We need more forums - We go through people, become comfortable and feeling able to see who are at and in the space. Gives confidence to other kaimahi about creating relationships. Finding people who understand the spaces and connections".
- b) Discussions strongly spoke to youth led initiatives, youth voice and participation. Creating participation opportunities that are accessible and culturally responsive. There was a call to support diverse representation of young people's opinions and experiences. And to consider ways to access young people's perspectives who are less connected through schools. Young people let us know that relationships and work through youth workers/champions supports their voices to be heard (Appendix 1). Aspirations were also to "Support Youth led initiatives. Funds use youth services. Collaborate with core umbrella orgs. Like PPCT, MMC, Te Tihi.
- c) Networking/Agencies". Youth advisory groups, like the multicultural youth council and the Palmy youth council were seen to do a lot in this space.
- d) Safety for young people and increased access to safe spaces, and spaces that are culturally responsive is an aspiration of the sector:
  - safety at all systems level individual, whānau, neighbourhoods, Relationships, Communities.
  - In the whare - LOVE, Warm, power, kai, insulated

- How do we create safe spaces for young people? This might look like changing the cycle within whānau. Addressing, healing, acknowledging trauma.
  - Safe, Supportive, fun youth lead
  - Hubs at different points - Highbury, Ruahine etc
  - Plenty of Youth Safe Spaces - More Youth Space Centres: Intermediates, High School/Alt Ed, Uni/Polytech, all Play Centric
  - Safe Spaces for diff age groups <13 y/o, 13 - 20, >20 +
  - More Youth Spaces
  - Provide spaces everywhere that are fit for purpose
  - More spaces for youth
  - Spaces open later generally
- e) Funding support for initiatives that increased equity of young people's access to basic needs (breakfast and lunch, free from harm/safety, healthcare and Hauora activities, life skills, and education, transport access (driver license)).

## 7. Conclusion

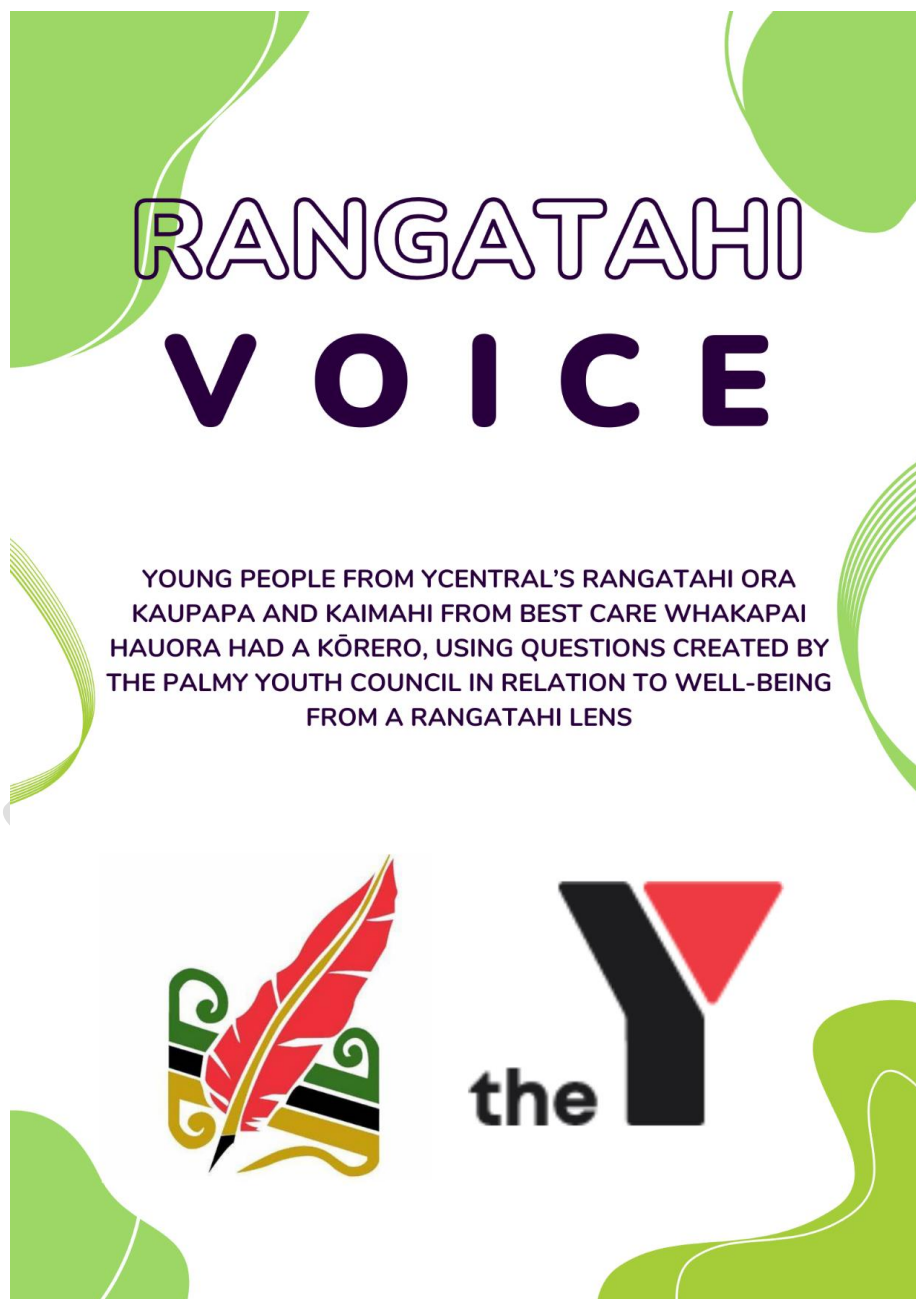
Through this process we have had the opportunity to collaboratively map the aspirations of people who work to deliver wellbeing outcomes with and for young people. We also were able to gain collective insight into what's out there, the challenges, gaps and ways of working.

**Strong themes can be seen throughout the discussion tables:**

- a) Thinking differently about how we work with each other and with young people
- b) There is a strong desire for more collaborative work and collective impact to address systemic needs
- c) Training and workforce development needs for kaimahi are highlighted, there are local and regional organisations that support this need.
- d) More training and support needed to create safe spaces for neurodivergent Rangatahi and their whānau
- e) More training and support to understand the ongoing effects of intergenerational trauma, and inequity, to support working with the whole person in a mana enhancing way,
- f) There is a shortage of frontline youth workers and mentors outside of school
- g) Employment and education pathways and accessibility challenges highlighted
- h) Creating and maintaining more safe spaces for young people highlighted
- i) Empowering young people participation and youth voice throughout services at a strategic and operational level, requires training on best practise and existing frameworks.
- j) Challenges with funding especially criteria and priorities can often limit the sector and what it can accomplish
- k) Initiatives are undertaken to increase sector connectivity, there is a preference for more forum, or networking events to be made available
- l) A database or directory of services would assist the sector to be more connected. Recognising that this mahi requires ongoing administrative hours to maintain and keep up to date

## Appendix 1

Snapshot of 'stressors and successes' from young people at YCentral's Rangatahi Ora Programme. Questions were created by the Palmy Youth Council and kōrero with students facilitated by Bestcare Whakapai Hauora and YCentral. Snapshot document collated by Emma at Bestcare Whakapai Hauora and Remy at Youth Space.



## WHAT HELPS YOU GET THROUGH THE DAY?

- Routine - Rangatahi related everyday routines as purposeful to their wellbeing
- Disconnected - Rangatahi do not feel motivated by their community to make positive discussions, due to what they are exposed to in their communities
- Rangatahi at times find it hard to get through the day, due to the environments they live in, bad influences and people switching up (services coming in and out of their lives)
- Rangatahi shared personal habits and strategies used to get them through the day - listening to music, being with family and friends

## WHAT IS SUCCESS AND WHAT HELPS YOU AND YOUR PEERS TO BE SUCCESSFUL?

- WHEN YOU HAVE MONEY TO LIVE - MEANING, YOU HAVE MONEY TO PAY THE BILLS AND GO OUT.
- OWN YOUR HUSTLE - MAKING YOUR OWN MONEY, BEING YOUR OWN BOSS.
- GETTING A JOB
- GOING BACK TO SCHOOL
- BELIEVING IN YOURSELF

## WHAT STOPS YOU FROM BEING SUCCESSFUL?

- LACK OF SUPPORT - SUPPORT ISN'T CONSISTENT
- FAMILY ENVIRONMENT - LIVING IN COMMUNITIES WHERE PEOPLE DON'T WORK, HEAPS OF PARTIES, LIVING IN FEAR.
- BAD INFLUENCES - NOT ENOUGH POSITIVE ROLE MODELS
- LACK OF MOTIVATION
- POOR CHOICES - AFFECT YOUR FUTURE, WHO CAN BE.
- HOW CAN YOU BE SUCCESSFUL?
- CHANGE YOUR WAYS - CHANGE YOUR DECISION-MAKING
- CHANGE YOUR FRIEND GROUP
- SEEK MOTIVATION
- DREAM BIG
- FIND PEOPLE WHO BELIEVE IN ME

### WHAT KEEPS YOU UP AT NIGHT?

- NOT BEING ABLE TO SEE MY FAMILY - MOST OF THE RANGATAHI WHO PARTICIPATED IN RANGATAHI ORA LIVE WITH THEIR GRANDPARENTS, OR HAVE BEEN SEPARATED FROM THEIR SIBLINGS.
- SELF-DOUBT - OVERTHINKING, DOUBTING MYSELF.
- WORRIED I WILL REPEAT THE CYCLE OF FAMILY - GO TO JAIL, HAVE NO JOB.
- HOMELESS - ALREADY IN POOR LIVING SITUATIONS
- DON'T REALLY THINK ABOUT IT
- WORRIED ABOUT ELDERLY MEMBERS OF THEIR FAMILIES
- WORRIED ABOUT THEIR SIBLINGS
- THE SYSTEM CREATES CRIMINALS - THE COST OF LIVING HAS MEANT MORE PEOPLE STEAL TO LIVE AND SURVIVE

### WHAT ARE YOUR CURRENT STRESSORS?

- NOT BEING ENOUGH
- NOWHERE TO GO
- HAVING NO FUTURE
- COST OF LIVING GETTING WORSE
- BEING HOMELESS
- HAVING NO FOOD

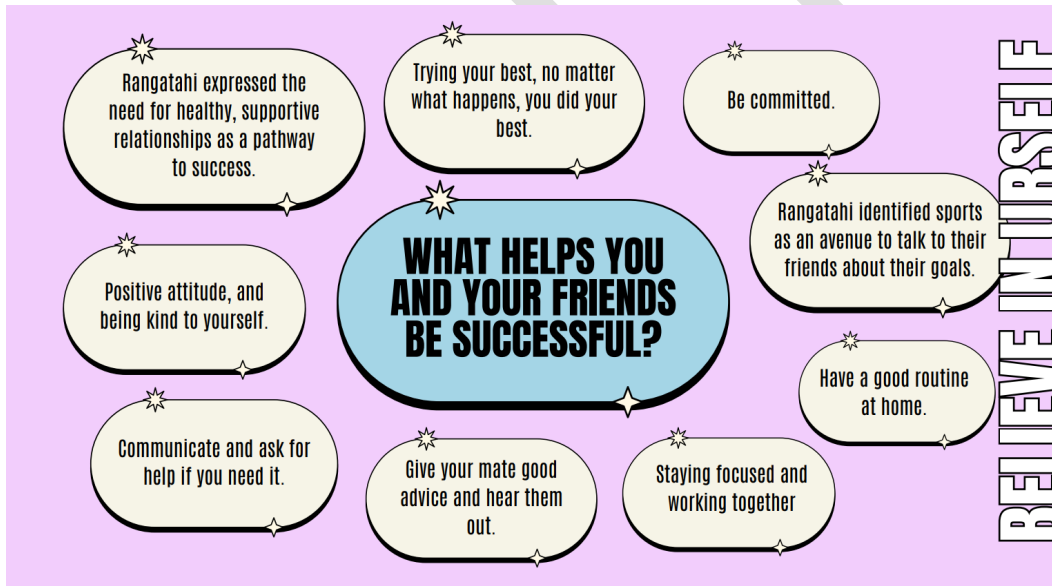
### HOW CAN YOU AND THE COMMUNITY CHANGE YOUR NARRATIVE?

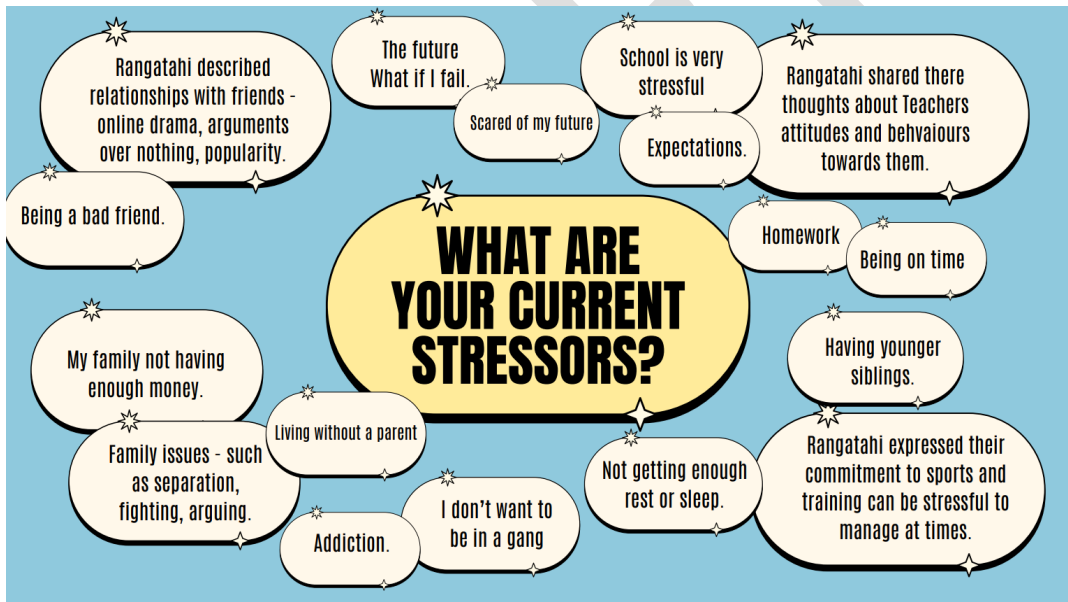
- MORE COMMUNITY EVENTS FOR RANGATAHI - SPORTING EVENTS, MUSIC EVENTS, FOOD IN THE PARK.
- MAKE COMMUNITIES SAFER
- MORE MENTORS FOR RANGATAHI OUTSIDE OF SCHOOL
- RANGATAHI CHAMPIONS TO WORK WITH HIGH DEPRIVATION AREAS AND ARE RELATABLE - RANGATAHI TALKED ABOUT THIS BEING HOW THEIR VOICES ARE AMPLIFIED. LEADERSHIP PROGRAMMES LIKE YOUTH COUNCIL DON'T FEEL LIKE THE RIGHT FIT. 'WE DON'T KNOW THE YOUTH COUNCIL AND THEY DON'T KNOW WHAT IT'S LIKE FOR US'
- MORE SUPPORT FOR YOUTH SERVICES TO HELP ALTERNATIVE SPACES FOR RANGATAHI

## Appendix 2

A snapshot of 'stressors and successes' from 250 young people at Freyberg Highschool's Youth Expo. Questions were created by the Palmy Youth Council and kōrero with students facilitated by Bestcare Whakapai Hauora. Snapshot document collated by Emma at Bestcare Whakapai Hauora.







## Appendix 3

Youth Wellbeing Forum Attendees – An indication of the Networks and Organisations represented at the forum. Please note there were 25 participants who did not pre-register. Their networks and organisations may not be represented in the below registration data.

In your mahi, do you belong to any cross-organisational networks or groups that contribute to the well-being of young people? (some examples are Sport Manawatu's - Activating Rangatahi Network, Safety Advisory Board)

PNCC, YOUTHSPACE,  
Mental Health and Addictions NGO Network  
no but i liaise with lots of services and agencies  
PNCC arts managers and strategic leads  
WOSIDG, OT  
RIN  
Sport Manawātū - Activating Rangatahi Network, collaborate and work alongside Parafed Manawātū  
Sports MN, Schools  
MH&A SU advisory Group, connected to CAFs, Te Matai Youth respite  
Oranga Tamariki, Police Youth Aid  
HWC & IUUV, Ora Connect, Youth Service  
Our Service is part of Highbury Whanau Centre.  
Mayor's Taskforce for Jobs of New Zealand  
Te Puna Ora o Mataatua  
Reap's  
Kaute Pasifica groups  
Best Care  
Youth Engagement/Family Harm palmy Police  
Oranga Tamariki  
  
Launch Youth Nu'u - Village  
Launch Youth Nu'u under City Mission Palmerston North, Life-walk (Chaplaincy in intermediates and colleges), Praxis, All Saints Youth Group.  
Well Child Forum, Massey Long Term Health Conditions Psychological Service.  
Young Enterprise Trust, Pasifika Fusion committee, Scholars Massey, Pasifika Reference Group, University Scholarship Advisory Committee  
Yes - Safety Advisory Board and RIN  
Cross Agency Rainbow Mahi Group, Te Awakairangi Youth Development Network, Whanganui Youth Well-being Collective. And key relationships in the youth space across the Lower North Island.  
Work with a lot of the above organisations in my work but don't belong to any of them.  
Sport Manawatu's - Activating Rangatahi Network, WOSIDG, Ora Konnect  
Sport Manawatu and B-360  
Youth engagement team, NZ Police  
SAB, RIN, WOSIDG, Ora Konnect  
Affiliated with Manawātū Multicultural Council through membership  
MAIN  
Highbury Whānau Centre. Oranga Tamariki. WOSIDG  
TPO  
Korowai Kāhui  
Various Reference Groups  
He Pū Harakeke  
He Piringa Whare  
OK  
Maori Warden, St John Youth  
Sport Manawatu, Corrections, NZ Police, Oranga Tamariki,  
Activating Rangatahi :)  
WOSIDG  
NGO mental health & addiction leadership group  
Sport Manawatu's - Activating Rangatahi Network,  
Our organization is a PHO that has many sectors that work with rangatahi  
MaLGRA, along with InsideOut and Youthline run a rainbow youth group weekly

Wellbeing tends to work on as need basis, though there are some groups we work regularly with.  
Mortality Review Committee, Te Whatu Ora - Pa Harekeke (Women's and Children's, Youth Clinical Advisory Group).  
youth LGBTQIA+ group

#### Organisation Name

Abuse and Rape Crisis Support Manawātū  
Achievement Nz  
ACROSS Social Services Te Kotahitanga O Te Wairua  
Amanaki STEM Academy  
Best Care Whakapai Hauora Charitable Trust  
Big Brothers Big Sisters of Manawatu  
Child Adolescent Mental Health Service - Te Whatu Ora  
Creative Sound Society Inc's The Stomach  
Department of corrections Ara poutama  
Department of Internal Affairs  
Halberg Foundation  
Health New Zealand  
Highbury Whanau Centre  
Horizon Education  
Industry Training Solutions  
Launch Youth Nu'u  
Manawatu Horowhenua Tatarua Diabetes Trust (MHT Diabetes Trust)  
Manawatu Multicultural Council  
Massey University, Young Enterprise Trust, Pasifika Fusion, PNCC  
Mid central  
Ministry of Social Development  
Moneywise Manawātū  
Mana Whaikaha  
New Zealand Police  
New Zealand Red Cross  
Niuvaaka Trust  
NZ Police  
Oranga Tamariki  
Palmerston North City Council  
Palmerston North Multicultural Youth Council; Te Tira Ahu Pae  
Palmerston North Women's Refuge  
Palmerston North Youth Council  
PNCC  
PNCC - Youth Space  
Raukawa District Māori Warden Association  
Regional Public Service (Ministry of Social Development)  
Snapback Gym  
Sport Manawātū  
Statistics NZ  
Supporting Families in Mental Illness & Addiction  
Te Aroha Noa Community Services  
Te Wakahuia Manawatu Trust  
Te Whatu Ora  
THINK Hauora  
UCOL Te Pūkenga  
Whaioro Trust

Youth One Stop Shop  
Youthline Central North Island

## Appendix 4

Pre-forum survey question and post-forum feedback.

A. The Sector was asked when they registered, what they were looking to take away from the forum:

What are you keen to walk away from the forum with?
More connections in the youth development space
To share what we do
With a broader knowledge of different ways to practice with young people.
Organisations that want to partner with Amanaki STEM Academy
Collaboration and contribution to the wellbeing and mental health of rangatahi
More insight into how other organizations who are working with youth, and how they plan to work more collectively.
Im just keen to be apart of the conversation, to learn and soak up as much information as I can.
Where the deficits are so we can better support the tamariki and whanau involved in our programme
Networking connections and an understanding of how we can best utilise our services to meet the needs of both young people and the community. Develop a shared understanding about how preventive and early intervention is key to establishing a pathway to youth and community wellbeing.
Greater understanding of what supports are available for our young people.
Options available for funding or loan of a van to do group work.
For other organisations to know that we have these resources and a space where they can have access to experts and all the resources we have to engage with young people via music and performance, and a better understanding as to how through our services and in collaboration with others we can better serve youth in our community and engage with them.
knowledge around services and relationships
relationships as options to support rangatahi in prison or being released into the communities
Ways of working collaboratively
Ways to work together collaboratively
Introduce myself and my organisation, build community connections / establish relationships with key stakeholders, gain insights into the lives of both able bodied and disabled rangatahi and tamariki within Manawatū,
knowledge of all the services and what they can do.
expansive knowledge of what is on our community
A connected, engaged, cohesive and resilient youth sector, that operates within a collective, mana enhancing manner that ensures youth services across Palmerston North are the best services they can be for the rangatahi / whānau they serve.
Information pertaining to what is on offer by other organisations for our rangatahi.
More intuitive information on how we can really help our youth
Understanding and knowing what the steps are we as a community we are taking to ensure our youth are being heard and how we are helping them, and what steps do we need to take to help and ensure all of this is being done.
Networks and Collective Impact approaches
More connections to the locals within the area, what they do, and who they are, in the hope to build relationships and partnerships for our Rangatahi and Tamariki.
Stronger connections with other Youth friendly services so I know more of what is out in the our community for any referrals or collaboration.
Building new networks, finding out ways MMC can help with the youth sector.
A better understanding of engagement and relations between organisations and youth and hoping to contribute a student/young adult voice
a better understanding of the landscape and services
An understanding of what is happening across the youth sector, associated challenges and opportunities for more effective collaboration and partnering.

### Connections & youth networks within the community

Some new contacts to work with and tools to engage with young people better.

Strengthened relationships and networks among the sector, fostering ongoing collaboration and communication within the youth sector.

Connections and specific and direct mapping for youth support in our region.

While we hold Provisional Accreditation and work towards full Accreditation in November 2024, we are unable to provide one-to-one services with young people, however we have provided group initiatives so we would like to find out about more opportunities and networks that we can tap into in the youth space.

Opportunities to grow our youth space and continue to engage with our young people by coming up with possible collaboration projects.

An opportunity for youth 13 and under to engage positively in the CBD

Being connected with agencies to work with our rangatahi more productively

Support for Remdog!

Understanding of the sector and opportunities for collective impact

Some good connections + knowledge on youth work already happening in Palmerston North

More Community connections to help me with the young people I work with.

Further connections and understanding of the support around our area.

Awareness and ideas

Keen to support those already doing the work

Understanding why the challenges are challenges for our sector and how our mahi can assist.

Networking and connection to resources and services etc

Networking and collaboration ideas and opportunities to working alongside our youth.

Future direction for Youth

Solutions

Networking, knowing who is out there, and what they do

Regional Public Service Leadership Group is working on this priority and just want to observe and take away anything beneficial to what we are already working on.

To voice where the gaps are, what we see ground level day to day, a chance to express changes that are needed

A better idea of what the sector is doing as a whole for rangatahi, and understand how we can better work together to achieve more for these young people.

Understanding of where we could be helpful and contribute

Understanding what is available in the region for young people

The ability to:

- Networking with other services
- Identify what Resources are available
- Seek support from PNCC
- Collaboration with other service providers
- Piggy back on other rangatahi providers
- Service providers common language around rangatahi frameworks
- Create some database that highlights the needs of the rangatahi within this region
- Confidence knowing that we are doing the right things alongside our rangatahi

an idea of who's who and other services that are out there

network

I'm open to learning and sharing from my own experiences

New learnings

To make lots of connections, new relationships with as many providers as possible with the aim to come together in achieving better outcomes for our communities.

connections to more community orgs,  
connections for personal projects too

An idea of who is who.

Networking

Connections, Trends, Themes, support networks for akonga.

Knowledge of organisations that can support ākonga during their study. A chance to share what ākonga are experiencing in their quest for education.

Attain a better understanding of the objectives and workings of local organisations and create an awareness of what UCOL can offer our young people.

More knowledge and connections within our community

more idea of external services and funding available

Purpose - something that makes a difference for young people

To get more information of other services I can refer clients to if needed to create a better overall support system.

Connecting with like minded individuals

More connections & better ideas to support rangatahi (especially my rainbow community)

Anything and Everything

Developing a workable Youth Strategy

More knowledge of what the sector needs

**B. Post forum - attendees were asked what stood out from the forum, and what steps they would like to see taken next:**

Continued opportunities to actually meet everyone in the area and keep our mahi relevant

The comfortability and safe space for us to discuss around different topics

I would prefer separate spaces for the breakout sessions and would have loved more time to hear about some successful stories of organizations that have been around for a long time.

Sharing of stories of Past present and future so we can see how this landscape has changed over time. I would enjoyed more content throughout the day

There are obviously common trends throughout the korero throughout the day but one thing that stood out to me is how disconnected our organizations are although we have similar or relevant goals and outcomes. There def needs to be more engagements like this as a follow up but also as way to capture and recapture the amazing work that everyone does.

Nice to see people again after a couple of quiet years in youth sector

Networking catch up would be good. Revive the Palmy Youth Network

Another forum pls !

Another hui needs to be put in place to discuss the points that came out of this space.

Follow up hui - Creating a wellbeing youth forum for our Rangatahi Being supported by the kaimahi

Despite everyone coming from different backgrounds and agencies everyone had the same wish for a healthy successful society

- Would love to have youth keynote speakers and facilitators - more youth at the table.
- Push the need for outcomes based discussion to see how organisations and stakeholders could be more proactive and productive in ensuring that they align with youth rather than whether youth align with them.
- Would love to have less talking and more listening to youth - it shouldn't be organisations dictating what needs to happen but youth

Good questions & a good crossection of the kaimahi in this sector

The willingness and attendance of the different community services contributing to this kaupapa of rangatahi Hauora

Whakawhanaungatanga understanding the kaupapa, sharing ideas, meeting new people

That we are having the conversation about the same challenges the Palmy Youth Sector were working hard to tackle.

The amount of people who was present today

Good to see an abundance of different rangatahi support services present today sharing ideas etc.

Everyone is sharing the same korero in terms of the challenges and barriers in this sector.

Need to do a wananga fermly

Was really good to catch up with a wide range of youth sector workers. Got some good contacts that I will use in my mahi. Also I liked the chicken twistiness.

There are obviously common trends throughout the korero throughout the day but one thing that stood out to me is how disconnected our organizations are although we have similar or relevant goals and outcomes. There def needs to be more engagements like this as a follow up but also as way to capture and recapture the amazing work that everyone does.

Better connections between services and shared knowledge of services/programmes/activities available, a shared platform that all youth services can connect through. Upcoming events for youth to attend, programmes, opportunities etc.

The voices of rangitahi were present, but it would be good to have a presentation on the research done so those voices were at the forefront of discussion, rather than the voices of organisations.

would have loved more time to hear about some successful stories of organizations that have been around for a long time.

Sharing of stories of Past present and future so we can see how this landscape has changed over time. I would enjoyed more content throughout the day

With the increase in our youth population in manawatu, there is a drive and current need for a place, similar to the youth space, that is cool for rangitahi to hang out. A facility that incorporates a freeform opportunity to engage with sport, education and arts, that is free or affordable for youth. There are organisations that can support/fund in part such a facility in connection with the PNCC.

The need for young people 14 and under to have a safe, sheltered place to gather in the CBD. It was recognised that Palmerston North is known as a 'boring' city by youth and community. It was also recognised that the poor weather particularly in winter limits activities available for young people, and the activities that are available are costly.

I thought the hui was great, the facilitators kept the conversations going and it was a vibe.

The people who ran each table were just incredible.

Increasing the amount of young people involved would be phenomenal.

I would like to support hosting rangatahi hui.

I look to our youth and see their leadership and service to their school and local communities and my experience in governance often being paid small stipends or nothing at all, and the need for us to be in rooms like the Youth Forum but also at the tables of boards, committees and advisory groups.

There was a common theme of funding and need for resources, but I feel that many organisational reps have forgotten the alofa (love) and service of community members and youth which is commonly unpaid, voluntary and not funded

would like to see Council and the involved organisations take proactive steps in acknowledging the need for youth to be involved in decisions beyond advisory or committee capacity but in employee/internship/governance levels.

I would like to see establishment of regular gatherings of all organisations within Palmerston North to discuss cross-collaboration and collective action to supporting our youth and communities.

I would like to see Councillors and Council employees acknowledging the need for youth to be supported and mentored to pathway into leadership roles and personally making an explicit declaration of how they will set out to do that ie. mentoring programmes, youth internships, youth opportunities and events

I would like to see youth working in closer with Council and organisations to be able to change the narratives and support diverse approaches and methods when interacting with communities

The scale of the sector - having everyone in the same room felt like an important thing (which it is) and it should keep happening semi-regularly to allow youth workers to continue to engage with one another.

After reflecting on Friday, I see how much we love and enjoy working with youth. With many of us sharing our desire for better outcomes for rangatahi regarding their future and wellbeing.

1. The need for young people 14 and under to have a safe, sheltered place to gather in the CBD. It was recognised that Palmerston North is known as a 'boring' city by youth and community. It was also recognised that the poor weather particularly in winter limits activities available for young people, and the activities that are available are costly.
2. Better connections between services and shared knowledge of services/programmes/activities available, a shared platform that all youth services can connect through. Upcoming events for youth to attend, programmes, opportunities etc.
3. Free bus services for youth across Manawatu,

# YOUTH DIRECTORY

The Youth Directory was originally produced by the Youth One Stop Shop ('YOSS') in 1995.



It is not a complete listing of all the agencies and organisations that work with young people in Palmerston North – but a list of community groups that we use as referral sources.

On request from community we have made this information available and it is important that it is used as a living document, needing amendments and additions.

Please feel free to photocopy and hand the Youth Directory on to friends and colleagues.

Please contact us with any amendments or additions that can be made in subsequent editions of the Youth Directory.

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The directory is up-dated collaboratively by YOSS and START.

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This directory was updated on 01 September 2016.

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### Appendix 3 – Sector Wide Scan – Programmes and Initiatives Data

#### Summary

Given the time constraints, undertaking a sector wide scan of youth focused programmes and/or initiatives in Palmerston North presented a number of challenges.

For the purposes of this report, data from the Youth Wellbeing forum gives us a snapshot of youth focussed programmes and initiatives being delivered in Palmerston North.

#### A Snapshot of Youth programmes identified at the Youth Wellbeing Forum.

This table shows notes from the 'What's Out there' discussion table:

Where	What
Department of Corrections	Last year opened a youth unit at Linton 18 - 20. A lot of programs for them. Currently in a 17-week programme. Literacy and numeracy courses. Te Ihu Waka Programme - Tikanga Māori Pathways. Driver Licensing Courses.
Niuvaka Trust	Last year started youth engagement. Collaborating for wellbeing workshop - two days last year. Used data to create workplan. Identified key "influencers". Comfortable behind the camera! (the youth). Follow up workshops with youth has been a challenge to bring together. Some trepidation about sharing the forums. Wanting to show more as an organisations in the youth [services] space.
Snapback Community Boxing	Work with youth and coordinate/collaborate with other agencies) Police, Corrections, PNCC, HWC, Niuvaka, other community groups). Supporting Youth. Are very busy, overloaded. REWARDING. (Wide age range, mostly 10 - 16yrs)
Bestcare Whakapai Hauora	Haerenga Hauora - whānau triathlon. 9 Week project. Liaised with PNCC + Sport NZ. Was for Whānau working with our kaiwhakaora.
Bestcare Whakapai Hauora	Holiday programme for youth aged 12 - 18. Dental coming in Nov. Drivers Licensing. Palmy's got talent employment hui. Heartlands - Foxton/Horowhenua (Muaupoko).
Bestcare Whakapai Hauora	Wrap around health service. Suicide Prevention - prevention focus. Early intervention, mental wellbeing. Rangatahi camp. Wahine rangatahi for a week away. Rangatahi who are affected by cancer - them or whānau.
Manawatū Multicultural Council	Focus on entire family. Projects: Community Connector - education, housing, employment. (Mostly younger group looking for employment). Work with a lot of volunteers - mostly youth. Work with Sport Manawatu - holiday programme for youth.

National Public Health Service	Work with schools. Cater to what they need regarding health. Sexual health, gender diversity education. Work alongside sport nz. Advocacy and policy work for schools. Wanting to decrease vaping. Health and nutrition for Rangatahi. Kaimahi working in Pasifika spaces. Low equity focused high Māori/Pasifika population and focus on Māori mental health. All ages but specific focus on schools as well.
CAMHS - Child Adolescent Mental Health.	Moderate - Acute Mental health. Talk Therapy. Lil Individual/Whānau. Groups - box fit, yoga, ALERT, DBT. Crises management.
Global Parent Support	Leadership training, volunteer workshops,
Achievement NZ	Level 1 and 2 courses for NCEA, Foundation Skills. Referrals from schools, truancy, and whanau 16 - 19yrs
Big Brothers Big Sisters	Mentor Organization. Community based. School based, School referrals. 7 - 17 yrs. National NGO. Regional individual funding. 1 - 4 hrs a week. 12-month minimum commitment. 1:1.
Probation - Youth Team	18-15 Years serving community-based sentence or order. Imposed by the judge. Managing sentence, whanau, motivation levels, engagement levels, rehabilitation, assessing risk area, community safety. Departmental rehab programs. Learning and education, licensing. AOD.
The House Nextdoor (Vogel Street)	Mentoring (drop in) up to 18 years. Youth groups
Whaioro Trust	Māori Mental health and addictions. Alternate education. AOD Counselling for Rangatahi aged 10 - 24yrs. Bars Practitioner. Referrals through schools, other orgs, Apps, self. Te Tihi o Ruahine Alliance partner. HLC, MTA, LTTM, RWO. Health coaching/Life coaching. Employment/vocational support. Social working. Manawatu Horowhenua region.
Rainbow youth group	Youthline, InsideOut, Malgra - Youth Rainbow Group (12-20yrs) - [meets] Wednesdays [at] Hancock House. Supporting young LGBTQIA+ People with transitioning. Helping process.
PN Youth Council	12-24 age demographic, opportunities across governing and civics for PNCC and youth in community. Bridging the gap between youth and people in governance, community and other groups. Engagement during election years. Provides scholarships/grants, opportunities for youth extra curriculars e.g. tournaments, competitions. Increases awareness about youth possibilities. Bridges

	gaps between Council and young people. Community presence. By the Palmy Youth, for the Palmy Youth.
Youth Space (City Library)	Connectors, relatable youth workers. Pathway/triage access to services. Safe and equitable space. No judgement. Food, games, activities/programmes and initiatives. Access to technology and collections. Promote things for youth, including leadership programmes.
Sport Manawatū	Active Teens: a programme designed to encourage teenagers aged 12-17yrs to get active. Active Rec for Rangatahi: Active recreation is regarded as non-competitive physical activity for the purpose of well-being and enjoyment. It includes activities that occur in built, landscaped and natural environments, including outdoor recreation, fitness and exercise community recreation, and aquatics.

## Appendix 4 - Council Funds That Support Youth Wellbeing Outcomes

### Community Development Funding

The following funding opportunities have been scanned for projects, events, and activities that are related directly or indirectly towards youth defined as wellbeing:

- Creative Communities Scheme\* (Total Budget 2023-2024: \$111,045)
- Community-Led Initiative Fund (Total Budget 2023-2024: \$131,364)
- Strategic Priority Grants (Total Budget 2023-2024: \$1,510,524)
- Community Development Small Grants Fund (Total Budget: \$234,440)
- Other funds.

\* The total fund pool is made up of a \$36,093 Council contribution, \$68,220 from Creative NZ, and \$6,732 carried forward from last year.

The following tables identify youth focused projects, events, initiatives, and services. And services and funds that are accessible to young people and could contribute to their wellbeing:

### Creative Communities Scheme (2023/24) - Funding identified for youth (12 – 24 years) focussed creative projects

Round 1	Project	Amount
Epic Music foundation	Epic Band Battle	\$1,260
Manawatū Youth Theatre Charitable Trust	Frozen JR	\$5,000
Tyler Brailey	Manawatū Air Guitar Championships	\$1,460
Round 2	Project	Amount
Girls Rock Aotearoa Incorporated	To the Front Te Papaioea 2024	\$3,000
Hokozoo Productions	Samoaan educational song resources	\$9,000
<b>TOTAL</b>		<b>\$19,720</b>

### Community-Led Initiatives Fund (2023/24) - Funding identified for youth (12 – 24 years) focussed Initiatives

Organisations	Project/ Event	Amount
Y Central	Project: Youth Development	\$9,929
Best Care Whakapai Hauora	Event: Space with music and kai for Whanau and activities for tamariki and rangatahi	\$5,700
Inside Out Koaro	Project: Supporting youth rainbow youth in schools	\$10,000

Palmerston North Theatre Trust (Centrepont)	Project: Working with Pasifika youth by empowering them with theatrical skills (specifically improvised theatre)	\$5,650
<b>TOTAL</b>		<b>\$36,929</b>

**Strategic Priority Grants (2022- 2025) - Funding identified for youth (12 – 24 years) focussed services**

<b>Funding for youth wellbeing services and outcomes</b>	<b>Sector</b>	<b>Purpose</b>	<b>Amount</b>
Big Brothers Big Sisters of Manawatū	Social	Youth mentorship	\$31,000
Te Wakahuia Manawatū Trust	Health	Ensure all health and social services provided meet the physical, spiritual, social, and emotional needs of whanau Māori.	\$15,000
Highbury Whānau Centre	Social	Specialized youth support services	\$52,000
Te Aroha Noa	Social	Community Wellbeing	\$50,000
Youthline	Social	Mental health and social support for youth	\$20,000
		<b>TOTAL</b>	<b>\$168,000**</b>

\*\* This is the yearly amount paid for 3 years

**Strategic Priority Grants (2022- 2025) - Funding identified for services that are accessible to youth (12- 14 years) and may contribute to their wellbeing**

<b>Funding that supports wider 'wellbeing' services</b>	<b>Tag</b>	<b>Purpose</b>	<b>Amount</b>
House Next Door	Social	Promoting a holistic approach to community health	\$20,000
LUCK	Social	Social hub providing connections and activities	\$60,000
Manawatū Tenants Union	Housing & Tenants	Working for comfortable housing, healthy people, and healthy families	\$10,000

Te Roopu Oranga o Highbury Charitable Trust		Improving the health and wellbeing of Highbury community	\$25,000
Moneywise Manawatū	Budgeting	Educate, support, and empower individuals and families on their financial journey	\$35,000
Parentline	Social	Promoting healthy family relationships through counselling and parenting groups	\$10,000
Pascal Street Community Trust	Social	Healthy Communities	\$26,000
Housing Advice Centre	Housing & Tenants	Providing advice, advocacy and support in a range of housing related areas	\$30,000
Snails Artists Trust	Arts	Artists run space	\$25,000
Manawatū Multicultural Council	Social and Cultural	Celebrating, supporting, and connecting multicultural communities	\$65,000
Abuse and Rape Crisis Support (ARCS)	Social	Support to survivors of sexual violence and to their whanau	\$10,000
MALGRA	Social	Provide service which affirms and empowers LGBT+	\$10,000
Creative Sounds Society Inc	Arts & Entertainment	Encouraging creative musical, artistic, and performance activities.	\$110,000
Enviro Schools	Environment	Creating a healthy, peaceful, sustainable world	\$16,000
Te Manawa Family Services	Social	To end violence and promote non-violence through programmes and support services about healthy and respectful relationships	\$35,000
<b>TOTAL</b>			<b>\$487,000**</b>

\*\* This is the yearly amount paid for 3 years

## Council funding that contributes to Youth Development outcomes

<b>Community Development Small Grants Fund</b>	Community Development	Covering ongoing community development expenses incurred by volunteer organisations. Twenty recipients have been identified to be either directly or indirectly working towards youth wellbeing	\$80,000
<b>Jaycee Trust Travelling Fund</b>	Travel	Council administers the Jaycee Trust Travelling Fellowship Scheme to enable young people to study or engage in special projects, either overseas or within New Zealand, to enhance their contribution to the community and their trade, industry, profession, business or calling in New Zealand. Each year successful applicants will receive up to \$5,000 each, with a maximum of \$10,000 granted each funding round.	\$10,000
<b>Palmerston North Performing Arts Trust</b>	Arts & Culture	Council administer the Arts Heart educational development project scheme on behalf of the Palmerston North Performing Arts Trust. The Arts Heart scheme provides up to \$5,000 for performing arts organisations to run educational development projects that foster talented young performers. Eligible projects include workshops, summer schools, and master classes that focus on specific performing arts disciplines. First time applicants are encouraged.	\$5,000
<b>TOTAL</b>			<b>\$95,000</b>

**Council Facilitated – Youth Development Programmes**

<b>Palmy Youth Council Scholarships</b>	Youth-led allocation of Scholarships	\$8,500 annual budget	\$8,500
<b>Palmy Youth Council</b>	Youth voice / mentoring / leadership development	Our Youth Council is a diverse committee aged between 13 - 24 years. They are tasked with capturing and voicing youth perspectives to the Palmerston North City Council (PNCC) and stakeholders. They also organise events and programmes that benefit young people and administer small grants. In short, they collaborate with PNCC and the community to create opportunities and positive outcomes for youth in Palmerston North	
<b>Festival for the Future Youth Development trip – annual</b>	Youth Voice/Youth leadership/ Employability	A Social innovation/entrepreneurship conference aimed at Rangatahi aged 16 and 24.  Council Officers partner with Palmy youth council to take just under 24 young people a year to the 2-day conference in wellington.	
<b>Palmy Global Ambassadors</b>	Youth voice / mentoring / leadership development	Our Global Ambassadors are involved in sharing and expanding Palmerston North's international connections and partnerships. Open to those living in Palmerston North aged between 18 and 24, the Palmy Global Ambassador programme is a way for young people to gain international knowledge, insight, experience and	

		contacts – right here in Palmerston North.	
<b>Gateway in partnership with Freyberg Highschool</b>	Youth Employability/Youth leadership	A youth employment programme that supports young people with work experience, once a week for three terms in the Youth Space.	
<b>Youth Library Leaders</b>	Youth Voice/ Youth Employability /Mentorship	A small group of passionate young people 13 – 19 co-design youth library activities and learn about what it takes to work in the Library and Information Industry. Key features include learning about the 'Workflows' system, work on Manawātū Heritage digital archive, learning about collection management and key concepts such as weeding, to support Youth Library Hype.	
<b>Tuia Te Here Tangata Mentorship Programme</b>	Māori / Mentoring	Tuia Te Here Tangata mentorship programme, provides a unique opportunity for Māori youth, ages 18 to 25, to set sail on a journey of personal and professional growth in the world of local government. Tuia Te Here Tangata, which loosely means 'weave the people together,' is not just another programme; it's one that opens the doors of local government in Palmerston North to the next generation of aspiring rangatahi.	
<b>Mayors Task Force For Jobs Fund</b>	Employment		\$8,500

**Council Facilitated – Programmes that support youth wellbeing outcomes**

<b>City Ambassadors</b>	Safer Communities	\$71,000
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## MEMORANDUM

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Age Friendly Progress Report

**PRESENTED BY:** Kerry Hocquard, Community Development Advisor and Amy Viles, Acting Community Development Manager

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

### RECOMMENDATION TO COUNCIL

1. That Council receive the memorandum titled 'Age Friendly Progress Report', dated 1 May 2024.

#### 1. ISSUE

- 1.1 This memorandum is a progress update on Council's resolution on 31 May 2023 to establish an Age Friendly Programme and to develop an Age Friendly strategy/plan. Council resolved;

*'To establish an Age Friendly Programme to develop an Age Friendly strategy/plan with a budget of \$50K in 2023/24 and refer ongoing costs of \$30K annually to the Long-Term Plan deliberations.'*

- 1.2 The memorandum presents a summary of the activities to date including the community engagement plan and community feedback following the engagement process.
- 1.3 A final options report (including a complete analysis of feedback and data) and a draft Palmerston North Age Friendly Action Plan and associated resourcing, will be presented to the Community Committee in October 2024.

#### 2. BACKGROUND

- 2.1 A report titled '[Age Friendly Status and Funding](#)' was presented to the Community Committee on 24 May 2023, in response to the Committee's resolution of 15 March 2023 that the Chief Executive investigate what is required to apply for Age Friendly status and funding. The Community Committee on 24 May 2023 resolved:

*'to refer a programme to develop an Age Friendly strategy/plan to the Annual Budget deliberations.'*

- 2.2 Subsequently, on 31 May 2023, Council resolved:

*'to establish an Age Friendly Programme to develop an Age Friendly strategy/plan with a budget of \$50K in 2023/24 and refer ongoing costs of \$30K annually to the Long-Term Plan deliberations.'*

- 2.3 Palmerston North City Council successfully joined the Age Friendly Aotearoa New Zealand (AFANZ) membership network in September 2023. According to Age Friendly Aotearoa, to date, a total of 33 councils have joined the Age-Friendly Aotearoa Network and are at various levels of progress in achieving the criteria outlined by the network.
- 2.4 In November 2023, Council was successful in receiving a grant of \$5,000 from the Office for Seniors, to run a series of co-design community workshops to support the development of a Palmerston North Age Friendly Action Plan.
- 2.5 Achieving Age Friendly status requires Council to both join the membership network and to commit to a process of developing and implementing an Age Friendly Action Plan in collaboration with community partners.
- 2.6 The Age Friendly Framework, endorsed by Age Friendly Aotearoa New Zealand (part of the Office for Seniors through the Ministry of Social Development) includes the eight domains of the World Health Organisation (WHO) Age Friendly Framework, which are:
  1. Open Spaces & Buildings
  2. Housing
  3. Transport
  4. Civic Participation & Employment
  5. Social Participation
  6. Respect & Inclusion
  7. Communication & Information
  8. Health & Community Support Services

(World Health Organization. (2007). Source: *Global Age-Friendly Cities: A Guide*).

- 2.7 The Office for Seniors suggest that the development of an Age Friendly Plan is guided by the following steps (as outlined in the preceding report to the Community Committee dated 24 May 2023 'Age Friendly Status and Funding'):

**Step 1.** Get started. Connect with others, set up a steering group and check any funding that might be available.

**Step 2.** Assess how age friendly your community is. Before you can develop an age friendly plan, you need to understand your community's current situation.

**Step 3.** Develop a plan for communities to work towards becoming age friendly. The plan should focus on your own specific strengths, cultures, and needs.

**Step 4.** Implement the plan. With the assessment and planning done, you can now start to implement your age friendly actions.

**Step 5.** Evaluate your age friendly programme. Evaluating the programme is key to understanding what is working well, what is not, and what to focus on next.

- 2.8 Council's Age Friendly programme development is currently at Stage 2, where a community stocktake has been completed and a full and complete assessment of the data is still to be undertaken.

### 3. COMMUNITY ENGAGEMENT METHODOLOGY

- 3.1 The purpose of the community engagement plan was to develop a collective understanding of the experiences of residents living in our City using an Age Friendly lens. Outlined details of the community engagement methodology are appended to this memorandum at Attachment 1.
- 3.2 Participants in the engagement had opportunities to advise on specific features, improvements, or proposed community actions, that will form the basis for the development of a draft Palmerston North Age Friendly Action Plan. A mixed methods approach was used to maximise participation by the community.

### 4. EARLY FINDINGS AND EMERGING THEMES

- 4.1 Key findings have highlighted areas directly related to the work of Council, areas Council may have influence to advocate and areas that are outside of the work of Council. Workshop participants and survey respondents recommended actions that centered on the need for an age-friendly and disability-friendly lens (that is mana enhancing and culturally relevant) to be applied to all of Council's services and city planning.
- 4.2 Key themes that emerged from all workshops included concerns with transport, housing, accessibility, social isolation, health, a need for connected, inclusive communities and clear, accurate, user-friendly and relevant information that was appropriate to an age-friendly audience.
- 4.3 Concerns were raised in the Age-Friendly Community workshops of difficulties accessing stairs and ramps into public buildings and that outdoor seating was not suitable for older people when at an inadequate height and clearance space, and missing backrests. Concerns about footpath safety were also expressed, where regular Council footpath maintenance was needed to address broken footpaths and tree roots impacting on the integrity of the footpath. Further feedback from the workshops is appended to this memorandum at Attachment 2.
- 4.4 Population projections signal an aging population which will have an impact on citywide planning for this sector. The table below indicates that within the

next decade there will be more older people (aged 65+) than children in Palmerston North.

### Age group projections as a proportion of the Palmerston North population (June 2018-base)

Year	Total population	0-14 years	Percentage of pop. aged 0-14 years	65+	Percentage of pop. aged 65+
2023	94,400	18,180	19.3%	14,603	15.5%
2028	98,302	17,983	18.3%	17,285	17.6%
2033	103,021	18,085	17.6%	19,369	18.8%
2038	107,240	18,424	17.2%	21,761	20.3%
2043	111,070	18,608	16.8%	23,295	21.0%
2048	114,407	18,740	16.4%	24,714	21.6%
2053	117,202	18,896	16.1%	26,355	22.5%

Source: Palmerston North City Council

4.5 The Age Friendly Programme aligns with work currently being undertaken by Council including the:

- a. the Accessibility Audit and the future work of the Accessibility Charter
- b. endorsement of the Enabling Good Lives principles
- c. commitment to the Urban Design Protocol.

4.6 The Accessibility Audit of Council-owned buildings highlighted that some buildings or part of the building are inaccessible or limitedly accessible. This is an issue for both the aged community and for those living with disabilities.

4.7 In the development of a draft Palmerston North Age Friendly Action Plan, Officers will investigate opportunities to align the plan with these three areas.

## 5. NEXT STEPS

5.1 Council's Age Friendly programme development is currently sitting at Stage 2, where a community stocktake has been completed, with early themes emerging.

5.2 Step 3 'Develop a plan' will now be undertaken with an options report to be presented for consideration in October 2024. Feedback from the co-design community workshops and surveys will form the basis of a draft Palmerston North Age Friendly Action Plan.

- 5.3 A staff working group will be established to consider the community engagement feedback and to ascertain which areas can be considered within the scope of existing budgets or those that may require additional resourcing over time.

### **Age Friendly Funding Resourcing**

- 5.4 If Council is to maintain membership to Age Friendly Aotearoa (AFANZ) and support the Age Friendly programme and subsequent Action Plan beyond October 2024, then funding the implementation of the plan will be required.

As a requirement of the AFANZ membership, Council is required to:

- a. demonstrate that it is taking credible and tangible steps towards developing an age friendly strategy or action plan for their community.
  - b. be leading the Age Friendly strategy or plan for their community.
- 5.5 Requirement 'a' is underway and demonstrated. Requirement 'b' would require ongoing resourcing by Council. Given these membership requirements, it is likely that resourcing would be required to drive any implementation and evaluation of the Action Plan, depending on the content of the plan (steps 4 & 5 above).
- 5.6 The Office for Seniors has a fund available for the initial work of becoming an Age Friendly City. The fund supports organisations with grants between \$5,000 to \$15,000. The funds may be used for operational costs related to the development of a strategy or plan, and/or the implementation of new projects or initiatives in support of a strategy or plan.
- 5.7 Council was successful in receiving \$5,000 of funding in November 2023 from this fund. Council will be eligible again in 2026 to apply to this fund for implementation and initiative costs. The fund opens annually in August/September and officers will apply again when eligible in 2026.

## **6. SUMMARY**



- 6.1 The stepped development process outlined in the 24 May 2023 report 'Age Friendly Status and Funding' explained that the process of developing a Palmerston North Age Friendly Action Plan was likely to take up to 12 months (Steps 1-3 above). Council's Age Friendly programme development is currently sitting at Stage 2 of 5 stages, where a community stocktake has been completed, with early themes identified. The programme is currently on track to meet that timeframe, noting that a full and complete assessment of the data and findings is still to be undertaken.
- 6.2 A draft Palmerston North Age Friendly Action Plan will be presented in October 2024 as an options report. Further external data will also be sought at this time, including Census data (which will start to become available from the end of May 2024) and will help inform decision making.

- 6.3 The ongoing process to become Age Friendly does not involve an end point achievement of a status or accreditation, rather it includes a commitment to the ongoing process and membership.

## 7. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>Yes</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	
The action is: Build and maintain relationships with local communities of identity, interest and place to understand and support their strengths and aspirations	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	A continuing commitment to the Age Friendly process towards the achievement of the eight age friendly outcome areas aligns strongly with Council's goals of being a connected and safe, and growing and innovative community, and will have positive impacts for the social and economic wellbeing of older people and the wider community.

## ATTACHMENTS

1. Palmerston North Age Friendly Community Engagement Methodology March 2024 [↓](#) 
2. Key Community Feedback from Age Friendly Workshops March 2024 [↓](#) 
3. Age Friendly Survey 2024 [↓](#) 

## COMMUNITY ENGAGEMENT METHODOLOGY

### 1. PRE-WORKSHOP INTERVIEWS

- 1.1 Interviews took place with representatives from several community organisations whose clients include people over 65. The purpose was to establish connections, learn about the services presently offered, identify service gaps and to co-develop the proposed community engagement plan. These groups included:

<b>Social Services/Organisations:</b>	<b>Community Groups:</b>
Grey Power Manawatū	River Stop Awapuni Community Group
Age Concern Palmerston North	Papaioea Pasifika Community Trust
Citizens Advice Bureau	REACH Roslyn Community Group
Marion Kennedy Centre staff	Bunnythorpe Community Committee
City Mission Palmerston North staff	Hokowhitu Village Centre
	<b>Health:</b>
Sport Manawatū	Best Care Whakapai Hauora
<b>Retirement Villages:</b>	SeniorNet Manawatū
MetLife Care Palmerston North	Enable New Zealand
Julia Wallace Retirement Village staff	Te Whatu Ora Elder Health

### 2. PRESENTATIONS

- 2.1 Presentations were made to the Age-Friendly Palmerston North, Awapuni Rotary Club, MiLife Kelvin Grove Retirement Village, SuperGrans Manawatū, Manawatū Multicultural Council, Whatunga Tūao Volunteer Central and Grey Power Manawatū. Other presentations were made to Council's Seniors and Pasifika Reference Groups and to Rangitāne through Te Whiri Kōkō. The purpose of these presentations was to develop sector relationships, provide information on the process and seek promotion support within the community.

### 3. WORKSHOPS

- 3.1 Six community workshops were held during the month of March 2024 in a variety of community settings. The co-design process was made possible through engagement with a wide range of key stakeholders.

Workshops:	
1. Best Care Whakapai Hauora kaumatua group	2. Hokowhitu Village Community Centre
3. Pasifika Community Centre Matua Ola group	4. Awapuni Community Library public workshop
5. Papaioea Place Tenants Group	6. Grey Power Palmerston North public workshop

- 3.2 A total of 150 Palmerston North residents participated across the six workshops.
- 3.3 The WHO Age-Friendly Framework was used as a foundation for the co-design approach with community. The purpose of the workshops was to discuss the current age-friendly experience, to determine what are the current social wellbeing, housing, transport, access to services and appropriate social support, outdoor environmental safety, participation, connection, and information challenges being experienced by our community. We also brainstormed ideas to address the challenges that were identified.
- 3.4 Each workshop adopted a world café methodology (small, facilitated group discussions), creating an informal discussion space where participants were free to explore the eight WHO Age Friendly domains.
- 3.5 Facilitation for each workshop was designed with the community to meet the needs of participants, with considerations given to diversity, inclusion, and accessibility. For example, for the Matua Ola workshop, tables were established for the different Pasifika communities represented, with a specific language translator for each table (Tongan, Samoan, Cook Island and Niuean). The consideration given to addressing barriers to participation (including language) enabled people to contribute fully to table discussions and resulted in the gathering of rich, meaningful qualitative data.

### 4. SURVEY

- 4.1 The Age Friendly Community Survey asked what people loved about living in Palmerston North and the challenges they experience. To improve accessibility to the survey and to make the consultation process an inclusive one, the distribution of the survey was promoted online and in hard copy. Digital promotion of the survey involved posts on the Council website, social media posts on the Council Facebook page, the Palmerston North Age-Friendly Community page, the Palmerston North Community Library social media pages and the survey was emailed to a range of community organisations for distribution.
- 4.2 600 hard copies of the survey were made available at the Council Customer Service Centre, Central Library, all community branch libraries and distributed widely across several community distribution points including:

<b>Social Services/Organisations:</b>	<b>Community Facilities:</b>
Ora Konnect	Senior Citizens Hall
Age Concern Palmerston North	Pasifika Centre
SuperGrans Manawatū	Papaioea Tenants Lounge
Marion Kennedy Centre staff	Bunnythorpe Community Committee
City Mission Palmerston North staff	Hokowhitu Village Centre
Citizens Advice Bureau	Hancock Community House
SeniorNet Manawatū	<b>Health:</b>
<b>Retirement Villages:</b>	Best Care Whakapai Hauora
MetLife Care Palmerston North	Monarch Hearing Clinic
MiLife Kelvin Grove Retirement Village	Te Whatu Ora Elder Health clinic
Palmerston North Manor	Strength & Balance groups
	Green Prescription

- 4.3 In total, 311 surveys, both digital and hard copy, were completed and received. A copy of the survey is appended to the memorandum at Attachment 3.

## 5. BENEFITS OF CO-DESIGN

- 5.1 The co-design approach enabled community members, with the potential to be directly impacted by the Age Friendly plan, an opportunity to contribute directly to the process. The workshops met people in communities where they live and gather, creating more access and opportunity for authentic participation and strengthening the connections between Council and community-based groups.

## 6. ENGAGEMENT WITH COUNCIL STAFF

- 6.1 Two internal meetings have been held with Council staff across Units. The purpose of the internal meetings has been to firstly provide information on the engagement process, secondly to discuss the community feedback and finally to begin to ascertain which areas could be considered by Council moving forward.
- 6.2 Going forward, it will be important to align the community engagement responses and establish an internal Council steering group to consider the community engagement feedback and to ascertain which areas are able to be considered either within the scope of existing budgets and workplans or those that may require additional resourcing over time.



## KEY COMMUNITY FEEDBACK FROM CO-DESIGN WORKSHOPS

Age-Friendly Domains	Outdoor Spaces & Buildings	Transport	Housing	Social Participation	Respect & Social Inclusion	Civic Participation & Employment	Communication & Information	Community Support & Health Services
<b>Goal</b>	Environments which enhance physical wellbeing, promote independence, foster social interaction, and enable people to conduct their daily activities	A public, community and volunteer transport mode that enables all people to retain independence and social connections	Older people have choices to live independently and age well in a healthy affordable home environment	Promote older people's activities on local notice boards and libraries	Older people are respected as valuable contributing members of their communities	Employment, volunteering, and engagement opportunities exist for older people to connect with and contribute to their community	Goal: Older people are well connected and have access to timely and relevant information	Appropriate community support and health services are available when needed and accessible to those that need them
<b>Community recommendations</b>	<p>More community spaces for people to meet and gather</p> <p>Public toilets in outdoor parks need to be cleaned regularly, well-maintained</p> <p>Public toilets needed near Albert St River Entrance</p> <p>Water fountains/refillable water stations.</p> <p>Raised community gardens more age friendly</p> <p>Support recommendations</p>	<p>Bike education for adults to feel safer and be more encouraged to bike</p> <p>Increase disability car parks and enforcement of their use</p> <p>People with disability cards qualify for free parking 9am-3pm</p> <p>Bus routes through Highbury and Takaro</p>	<p>Inter-generational housing needed as well as 1- and 2-bedroom units</p> <p>Rates rebates for seniors extended, to take into consideration increasing cost of living</p> <p>Tenants Lounge (Papaioea Place Model)</p> <p>Council housing in village settings for elderly to decrease isolation</p> <p>Healthy Home Standards for all rental properties.</p>	<p>Disability-friendly events needed</p> <p>A directory of all services, supports, activities and social groups within the region</p> <p>Library Club Sandwich database kept up to date and promoted</p> <p>Great CAB website but needs promoting</p>	<p>Take a neighbourhood or village approach in the provision of resources, outreach into the community</p> <p>Would like to see mixing of age-groups, intergenerational gatherings</p> <p>Retail: Dedicated hours for older people</p> <p>Training opportunities provided for customer service, retail and hospitality on providing</p>	<p>Positive Ageing Forum quarterly- This forum could provide key information to individuals and groups working with the elderly.</p> <p>Celebrate and promote International Day of the Older Person, Oct 1<sup>st</sup> annually</p> <p>Employment, volunteering, and engagement opportunities exist for older</p>	<p>Information/Help desk in Council and Library buildings, help with technology and information face to face</p> <p>Easy to understand messaging and information</p> <p>Consult with user groups (including elderly) when developing information resources</p> <p>Email subscription available to Council newsletter</p> <p>Regular information/</p>	<p>More health-related and affordable activities (e.g. group exercises, group swimming, with discount vouchers to get into the pool, and transport between Highbury and the Lido)</p> <p>Advocate for a free health shuttle for health-related appointments</p> <p>More case workers needed to work with those at risk of elder abuse</p> <p>Support need for whanaū raising grandchildren or caring for elderly parents.</p>

	<p>of the Accessibility Audit Report</p> <p>More outdoor seating on public walkways that are backed and higher seating (age-friendly and family-friendly)</p> <p>All footpaths are designed and maintained to provide safe use by older people who are: pedestrians, grandparents with children, users of mobility aids</p>	<p>Increase mobility vans available</p> <p>Bus shelters offer protection from the weather</p> <p>Mobility scooters for hire outside shops in town</p> <p>Kaumātua van for appointments (koha based)</p> <p>Buses offer the floor being lowered</p> <p>Electric car charging stations needed in outer suburbs</p> <p>Bus stops near community centres, schools, health practices, retirement villages and supermarkets</p> <p>Safe mobility scooter policy for users and increase the width of walkways and pavement.</p>	<p>Abbeyfield model -older people flatting together – need more of these types of housing.</p> <p>Information needed on options on how to downsize from a family home, intergenerational housing options and healthy homes</p> <p>Planning needs for new housing areas to include future retail, health, and transport needs</p>	<p>Opportunities for Pasifika Sports</p>	<p>age-friendly customer service</p> <p>Local &amp; national campaign raising awareness of older people, their needs and how others may support them</p> <p>Support use of of te reo Māori to protect this as a taonga</p>	<p>people to connect with and contribute to their community</p>	<p>newsletters from the Council to the community being displayed at libraries, community centres, churches, school newsletters</p> <p>More advice, resources to prepare for retirement and older age, EPOA, Rights, and Wills</p> <p>Regular Age-Friendly updates placed on Council website and social media</p> <p>Community directory about cultural, social &amp; community groups &amp; events</p> <p>Planning in our city needs to take into consideration the lack of information for some, we need ample opportunity to receive information and then have input into the submission process</p> <p>Papaioea Place - Outreach Services Public Library Noticeboard-Tenants Lounge-Clear Information</p>	<p>Evacuation plans for civil emergencies &amp; natural disasters need to be well communicated</p> <p>Better support for people living alone, socially isolated, needing help with medical forms</p> <p>Organise a Neighbourhood Watch group for Papaioea Place</p> <p>Community service to check on elderly with little access to transport &amp; socially isolated</p>
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Palmerston North City Council is aiming to make our **community** more **age-friendly**, but we need your input as to how we can get there.

Your voice matters and we want you to help us identify barriers to the well-being and participation of older people.

Fill out our attached survey and hand it in at either our Customer Service Centre at 32 The Square or at one of our local libraries.

You are also welcome to fill out the survey online at **[pncc.govt.nz/agefriendly](https://pncc.govt.nz/agefriendly)**



Please contact our Community Development Advisor if you have any questions at

**[kerry.hocquard@pncc.govt.nz](mailto:kerry.hocquard@pncc.govt.nz)**

**PALMY**  
PAPAIOEA  
PALMERSTON  
NORTH  
CITY

# Age-friendly communities survey



## Your contact details

We take your privacy seriously. To find out why Palmerston North City Council collects and stores your personal information, what we will use it for and with whom we can share it, see our [privacy statement](#).

First name Required

Last name Required

Email Required

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## About you

We are collecting this demographic information to inform the development of our action plan. You don't have to answer the questions in this section, but your answers will help us understand the impact of gender, ethnicity and age on people's experiences. This will give us confidence that the plan has been widely informed by a diverse range of older people, and enable us to make targeted, evidence-based recommendations.

What year were you born?

**Where do you live? (Select 1 option)** Please select from this list of Palmerston North locations. If you don't live here, select 'other'.

- ☐ Aokautere
- ☐ Ashhurst
- ☐ Awapuni
- ☐ Bunnythorpe
- ☐ Cloverlea
- ☐ Fitzherbert
- ☐ Highbury
- ☐ Hokowhitu
- ☐ Kelvin Grove
- ☐ Linton
- ☐ Longburn
- ☐ Milson
- ☐ Newbury
- ☐ Palmerston North central
- ☐ Papaioea
- ☐ Roslyn
- ☐ Takaro
- ☐ Terrace End
- ☐ Turitea
- ☐ West End
- ☐ Westbrook
- ☐ Whakarongo
- ☐ Other

**Other**

**Which ethnic group do you belong to? (Select 1 or more options)** Mark the space or spaces which apply to you.

- ☐ New Zealand European
- ☐ Māori
- ☐ Samoan
- ☐ Cook Islands Māori
- ☐ Tongan
- ☐ Niuean
- ☐ Chinese
- ☐ Indian
- ☐ Other, eg Dutch, Japanese, Tokelauan

Answer this question if you made a selection that includes 'Other, eg Dutch, Japanese, Tokelauan' in *About you > Which ethnic group do you belong to?*

**Please state:**

**What is your gender? (Select 1 or more options)** Select as many as apply to you

- ☐ Male
- ☐ Female
- ☐ Another gender (please specify below)



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## Living in Palmerston North

**What do you love about living in Palmerston North?**


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**What aspects of the city make it easier or more challenging for you day-to-day?**


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## Outdoor spaces and buildings

**Are Council venues and facilities accessible for you to use? (Select 1 option)**

(eg, libraries, swimming pools, our customer service centre, Central Energy Trust Arena etc)

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for improving the accessibility of Council venues and facilities**

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**Does the outdoor seating in public places meet your needs? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for seating (type of seating, locations etc)**

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**Do the public toilets in Palmerston North meet your needs? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for public toilets (locations etc)**

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## Transport

**What would you do to improve our roads, footpaths and pedestrian crossings?**

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The next two questions are about local public transport services. Please note, Palmerston North City Council does not manage these services. Your response to these questions will help to inform our report, and a summary will be shared with the relevant service providers.

**Do the buses and mobility taxi subsidy scheme meet your needs? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for buses and the mobility taxi subsidy scheme**

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## Housing

**Does Palmerston North have a good range of housing that meets your needs? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for housing**

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**Is there enough housing in locations that have access to the services you need? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have**

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**Do you rent your home from the Council? (Select 1 option)**

- ☐ Yes
- ☐ No

**Does your home meet your needs? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

Tell us more, including any suggestions you have

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## Social participation

Is there a variety of events and activities in Palmerston North which meet your needs? (Select 1 option)

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

Tell us more

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Do the events Council supports and organises, such as New Year's Eve in the Square, Waitangi Day, Festival of Cultures, meet your needs? (Select 1 option)

(ie, are they affordable and accessible? Can you bring a companion?)

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

Tell us more, including any suggestions you have for Council-supported events

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## Civic participation and employment

Are there enough opportunities in Palmerston North for older people to keep working, either in paid employment or volunteering? (Select 1 option)

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

Tell us more, including any suggestions you have

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Do you feel you can freely and easily have your say in Council decision making? (Select 1 option)

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

Tell us more, including any suggestions you may have

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**Do you feel you are clearly represented by the Council? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for improving representation**

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## Communication and information

**Where do you look to get information? (eg, newspapers, radio, websites, social media, noticeboards etc)**

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**Do you feel you face barriers to accessing information? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including what would help you to access information**

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## Community support and healthcare services

**Do you feel Council can support you with information and resources if there is a Civil Defence emergency in Palmerston North? (Select 1 option)**

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have for support during an emergency**

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**Does Palmerston North have a good range of health and community support services which meet your needs? (Select 1 option)**

Please note, Council does not provide these services. We will share a summary of responses with the relevant providers.

- ☐ Yes
- ☐ No
- ☐ I don't know / no opinion

**Tell us more, including any suggestions you have**

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**General feedback**

Please share any other feedback you have about what needs to happen to make Palmerston North a more age-friendly city

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*End of form*



## **MEMORANDUM**

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Elected Members' Meeting Attendance Statistics - 1 July 2023 to 31 December 2023

**PRESENTED BY:** Hannah White - Democracy & Governance Manager

**APPROVED BY:** Donna Baker, Acting Chief Executive Unit Manager

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### **RECOMMENDATION TO COUNCIL**

1. That Council receive the memorandum titled 'Elected Members' Meeting Attendance Statistics - 1 July 2023 to 31 December 2023', dated 1 May 2024.
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#### **1. ISSUE**

Elected Members' meeting attendance statistics are recorded and publicly reported on a six and twelve-monthly basis.

The period covered is from 1 July 2023 to 31 December 2023.

#### **2. BACKGROUND**

Notes at the bottom of Attachment 1 explain the guidelines for recording statistics.

It should be noted that in the current term of Council (i.e. since October 2022) attendance is only recorded for meetings of which an Elected Member is a member of the committee.

#### **3. NEXT STEPS**

Regular recording and reporting will continue. The next memorandum will cover the period 1 January 2024 to 30 June 2024.

#### 4. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>No</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>Yes</b>
The recommendations contribute to Goal 5: A Driven & Enabling Council	
The recommendations contribute to the achievement of action/actions in Governance and Active Citizenship	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	It is Council practice to record and report on elected member attendance for the purposes of transparency, at the request of Elected Members.

#### ATTACHMENTS

1. Elected Members' Meeting Attendance Statistics 1 July 2023 to 31 December 2023 [↓](#) 

<b>ELECTED MEMBERS' MEETING ATTENDANCE STATISTICS</b>
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**FOR THE PERIOD 1 JULY 2023 TO 31 DECEMBER 2023**

Elected Member	Meetings That Could Be Attended As Member	Meetings Attended As Member
Mayor Grant Smith	29	26
Deputy Mayor Debi Marshall-Lobb	21	21
Mark Arnott	22	22
Brent Barrett	26	26
Rachel Bowen	20	20
Vaughan Dennison	23	17
Lew Findlay	20	18
Roly Fitzgerald	21	18
Patrick Handcock	23	23
Leonie Hapeta	25	20
Lorna Johnson	26	25
Billy Meehan	21	15
Orphée Mickalad	23	23
Karen Naylor	24	23
William Wood	25	24
Kaydee Zabelin	26	26

**Notes:**

1. "Meetings attended as Member" represents appointed committee member attendances at meetings of the Council, & Committees. Apologies advised as "absent on Council business" have been included in "meetings attended as a member".
2. To qualify for being in attendance at a meeting, an elected member must be present for at least 50% of the duration of the meeting. A meeting extending over two or more days counts as separate meetings.
3. No statistics were kept for members lateness, early departure.



Report

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Summerhays Street Redevelopment - Partnership Models

**PRESENTED BY:** Bryce Hosking, Group Manager - Property and Resource Recovery, and Anna Saunders, Capital Projects Officer

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

**RECOMMENDATION TO COUNCIL**

1. That Council facilitate the redevelopment of 17-19 Summerhays Street to achieve its desired housing outcomes for the site through

**EITHER:**

- a. Engaging a construction partner through a standard design and build contract, whereby Council would solely deliver and fund the development.

**OR**

- b. Engaging a partner to develop and finance the up-front cost of the project, with the homes then being purchased by Council or sold to a third party

**OR**

- c. Engaging a partner to provide an end-to-end solution whereby the development, financing cost, and ongoing operation are undertaken by a partner, not Council.

**Summary of options analysis for Summerhays Street Redevelopment Delivery Model**

<b>Problem or Opportunity</b>	<p>Council resolved to achieve medium-density social housing outcomes at 17-19 Summerhays Street, Palmerston North.</p> <p>Council has three broad partnership models which will deliver on its desired outcomes. Council needs to determine their preferred model before selecting a preferred partner.</p> <p>This report seeks direction from Council on the partnership model it wishes to pursue to facilitate the redevelopment of the site.</p>
Community Views	<ul style="list-style-type: none"> <li>No specific community engagement has been undertaken about seeking partners for the redevelopment of 17-19 Summerhays Street, however, Council has previously signalled its intention to repurpose</li> </ul>

	<p>the site for housing.</p> <ul style="list-style-type: none"> <li>• In June and July 2021 Council consulted the community about Council's proposal to repurpose the site for housing. Analysis of those submissions was provided to the <a href="#">Planning and Strategy Committee 20 October 2021</a>. Most people who participated in the consultation favoured the site being repurposed for housing, with a variety of views expressed about the type of housing which could be developed.</li> <li>• Neighbouring residents may have a negative perception of social housing.</li> <li>• There is a general support for the creation of more housing.</li> <li>• There has historically been mixed views about Council selling land.</li> </ul>
<b>OPTION 1:</b>	<b>Engage a construction partner through a standard design and build contract, whereby Council would solely deliver and fund the development.</b>
Benefits	<ul style="list-style-type: none"> <li>• This is the same model that Council has delivered its Papaioea Place Redevelopment under. Council has a proven track record in delivery and achieving positive housing outcomes, which reduces some of the uncertainties and project risk.</li> <li>• Council will have complete control of the outcomes achieved at the site, with a high degree of influence over the design and methodology for what is delivered.</li> <li>• The outcomes of the development directly align with Council's Goal 3 strategic direction to develop and support more social housing in the city. At the time of writing this report, Council's social housing register waitlist sits at 286. A development of this size could produce between 35 to 70 homes, which will help get people into homes and off the waitlist.</li> <li>• As this would be a straightforward development partner engagement, no complex partnership agreements will be required. The engagement would simply be through a standard NZS3916:2023 design and build contract. This form of contract reduces the overall project delivery risk through sharing risk in the design between Council and the supplier, should any issues arise during delivery.</li> </ul>
Risks	<ul style="list-style-type: none"> <li>• The biggest trade-off for Option 1 is that Council will need to contribute the entire cost of the development. This may create a financial risk in respect to availability of funding and limiting Council's ability to use funds for other</li> </ul>

	<p>priorities. Adding to this risk is the uncertainty regarding the Better off Funding. If this funding were no longer available for the project, this would further impact the budget availability for the project. This risk can be somewhat mitigated once the final project cost is known as Council can ensure there is sufficient funding prior to awarding the design and build contract or through potentially staging the project to deliver what the current budget allows for.</p> <ul style="list-style-type: none"> <li>• There is a reputational risk where Council may be criticised for trying to undertake the project itself when there are potentially financial contributors willing to partner with Council for the project. This can be somewhat mitigated through proactive public communication about why this option was chosen.</li> <li>• There is a reputational risk where Council may be criticised by the potential partners who responded to the EOI seeking other partnership models. This risk could be somewhat mitigated through robust communication and feedback back to the EOI respondents explaining why Council has chosen to proceed with Option 1.</li> <li>• There is a delivery risk associated with any uncertainties arising during construction, which either cause delays, increase the project cost, or both. This risk can be mitigated through an appropriately scaled project contingency, and through sharing the risk with the build partner through the design outcomes of the design and build contract. Price escalation could be managed through ordering of materials, value engineering throughout the design phase, and prudent project management disciplines.</li> <li>• There is a risk that some design innovation could be missed that could have been brought to the table from some of the end-to-end solution partners, which has been obtained through their experience in similar past projects. This risk cannot be mitigated.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• The cost to Council for rezoning the recreational half of the site is circa \$35K and being funded through the better-off funding.</li> <li>• The total cost of development is estimated to be between \$20 million – \$30 million, depending on the density and typology of housing built. This is higher than the current budget provision for the project.</li> <li>• A contribution of \$4.56M is currently available for the project through the Better-off Funding.</li> <li>• Council has a \$14M budget in the LTP for delivering</li> </ul>

	<p>additional social housing in the city, with this budget tagged as our contribution to Summerhays. However, this will likely not make up the full balance of the development cost.</p> <ul style="list-style-type: none"> <li>• Council does have some deliverability options it could consider, such as delivering the development in stages. Noting that over the life of the project this will likely cost more overall as costs of construction increase, however, staging the development would allow Council to manage within its available budgets.</li> <li>• As this project would be increasing the council-owned social housing portfolio, an additional Tenancy Officer role would be required to maintain the current level of service across the portfolio. Additionally, the larger social housing portfolio would generate increased operational, maintenance, and renewal costs over the life of the assets. Officers have provided some high-level modelling on what Summerhays Street would cost across the next 10-year period in Appendix 1.</li> </ul>
<b>OPTION 2:</b>	<b>Engage a partner to develop and finance the up-front cost of the project, with the homes then being purchased by Council or sold to a third party.</b>
Benefits	<ul style="list-style-type: none"> <li>• The main benefit of Option 2 is that Council will only contribute a heavily reduced, or even no, up-front capital towards the project, whilst still achieving housing outcomes on the site. This provides the opportunity for Council to reprioritise available budgets to other projects.</li> <li>• Having an experienced partner in place will likely streamline and keep pace on delivery of the development as well as allow for innovations in design and construction that they may have used on similar projects. A partner will also help mitigate or financially absorb any development risks.</li> <li>• Council will still have some input into the design of the project to ensure the desired outcomes are achieved.</li> <li>• As with Option 1, this option contributes towards Council's Goal 3 strategic direction through supporting more social housing in the city.</li> <li>• Option 2 provides a linkage to the outcomes of the Finance Strategy, which acknowledges that Council will actively seek partnering to help achieve its outcomes and manage its constrained future debt position; that said, given Council may end up purchasing the homes, this option would still impact debt headroom for any unplanned items in the future.</li> </ul>

Risks	<ul style="list-style-type: none"> <li>• The trade-off for Option 2 is that Council has less direct control over the development due to the partner's involvement. This creates a risk that council's aspirations for the site are not fully realised as they will need to be balanced with the partner's objectives. Equally, if the partnership is not proceeding to Council's satisfaction, this may compromise the outcomes. This can be somewhat mitigated through a robust and explicit partnership agreement and negotiations.</li> <li>• As with Option 1, there is a financial risk around the continued availability of the Better off Funding. Should this funding no longer be available and a financial contribution is required to the partnership arrangement, this would need to come from rate-funded budgets. This risk is mitigated as Council has \$14M in Programme 1459, which it previously resolved to use to cover any financial contribution to the project.</li> <li>• There is a reputational risk of Council being criticised for selling the land to a partner, even if it is for developing the site for housing as previously signalled. This can be somewhat mitigated through exploring other options such as long-term land leases which can be negotiated through in the partnership arrangements.</li> <li>• Depending on the final arrangements of the partnership, there is a financial risk that Council will not make a net financial return on its investment. Some arrangement options could include Council purchasing some or all the houses once built from the partner, which will likely negate any return from the sale of the land. Another option could be that Council leases the houses back from the partner, which, whilst avoids capital investment, will increase the operating costs of council. This risk cannot be mitigated until negotiations are completed with a partner.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>• The rezoning cost, possible overall development cost, and Council's available funding are all covered in the Financial section of Option 1 above. These are unchanged for this option.</li> <li>• The Summerhays site is valued at \$2.5M.</li> <li>• The development partner will be delivering and financing the up-front development costs rather than Council.</li> <li>• To make the development commercially viable, the partner will likely be seeking to on-sell or lease the house and land packages once built. This could be to Council or to another entity. If Council were to purchase or lease the finished product, it will be at a heightened cost as the</li> </ul>

	<p>land will be developed and the partner will be seeking a financial return in this opportunity. If purchase or lease is not guaranteed at the end of the project from Council, the partner would need to seek alternatives, which may detract from the attractiveness of the opportunity from their perspective.</p> <ul style="list-style-type: none"> <li>• If Council were to purchase the housing upon completion of the project, this will likely again trigger the need for an additional Tenancy Officer. Equally as with Option 1, the operational costs moving forward of increasing the housing portfolio would be borne by Council.</li> </ul>
<b>OPTION 3:</b>	<b>Engage a partner to provide an end-to-end solution, whereby the development, financing cost, and ongoing operation are undertaken by a partner, not Council.</b>
Benefits	<ul style="list-style-type: none"> <li>• All benefits of Option 2 are also applicable for Option 3.</li> <li>• The main additional benefits are that Council will not have to pay any operational, maintenance, or renewal costs associated with this development upon completion and ongoing. Equally, no additional staff members will be required for tenancy management as this will all be undertaken by the development partner, who will either undertake these duties themselves or will engage a Community Housing Provider (CHP). Essentially, Council can achieve the desired outcomes for the site without incurring any additional costs.</li> <li>• Council could receive an immediate cash injection through the sale of the land, which is valued at \$2.5M to the partner, or alternatively, a long-term financial gain through a lease. Noting that a partner is most likely to want to purchase the land as it provides them unencumbered control of the site moving forward.</li> <li>• Council can have confidence that the site and tenants will be managed by a registered CHP and maintained by an experienced partner.</li> <li>• Council would be able to reprioritise its existing capital budgets as these would not be required to deliver the Summerhays project in this option.</li> <li>• If the Better off Funding is no longer available, this will be unlikely to have an impact on the project being delivered as Council was not funding the project.</li> <li>• Option 3 provides a strong linkage to the outcomes of the Finance Strategy, which acknowledges that Council will actively seek partnering to help achieve its outcomes and manage its constrained future debt position. The opportunity that an end-to-end solution in particular</li> </ul>

	provides is achieving the outcome without any, or very limited, further rates requirement and provides Council debt headroom for any unplanned items in the future.
Risks	<ul style="list-style-type: none"> <li>As with Option 2, Council has less direct control over the development due to the partner's involvement. This creates a risk that council's aspirations for the site are not fully realised, as they will need to be balanced with the partner's objectives. Equally, if the partnership is not proceeding to Council's satisfaction, this may compromise the outcomes. This can be somewhat mitigated through a robust and explicit partnership agreement and negotiations.</li> <li>There is a reputational risk of Council being criticised for selling the land to a partner, even if it is for developing the site for housing as previously signalled. This can be somewhat mitigated through exploring other options such as long-term land leases, which can be negotiated through in the partnership arrangements.</li> <li>There is a reputational risk that Council is criticised for not utilising the Better off Funding when it was available. If the funding remains available, this risk can be mitigated through requesting to repurpose the available funding to another project. If the Better off Funding is not available, then this provides an explanation that can be communicated as to why it was not used.</li> <li>A partner may require a mixed tenancy model at the site to achieve adequate financial return (through private sales or rentals) and meet the partner's outcomes of the site. There is risk that a mixed tenancy model might not be attractive to the market, though this risk would be worn by the partner financially and Council reputationally. This can be mitigated through the partnership agreement to ensure it is viable for both Council and the partner.</li> <li>A partner may have a different target tenant to what Council currently have or would seek to move into the development. This is a reputational risk to Council but can be mitigated through including any such requirements in the partnership agreement, noting that this may impact the attractiveness of the deal to the partner if Council is too restrictive.</li> </ul>
Financial	<ul style="list-style-type: none"> <li>The rezoning cost, possible overall development cost, and Council's available funding are all covered in the Financial section of Option 1 above, these are unchanged for this option.</li> <li>The Summerhays site is valued at \$2.5M.</li> </ul>

	<ul style="list-style-type: none"> <li>• The development partner will be delivering and financing the up-front development costs, rather than Council.</li> <li>• The partner who is a registered community housing provider can access the rental subsidy provided by the Ministry of Housing and Urban Development, making this solution more financially viable than Option 2. Council cannot currently access this subsidy as we are not a registered CHP and would otherwise have to wear the ongoing operational cost of the development in full.</li> </ul>
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## RATIONALE FOR THE RECOMMENDATIONS

### 1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

- 1.1 Council owns the 8,276m<sup>2</sup> site at 17-19 Summerhays Street. This site was formerly occupied by the Terrace End Bowling Club.
- 1.2 Council decided to achieve medium-density social housing outcomes at the 17-19 Summerhays Street site and expressed that partnership opportunities should be considered, noting that the design would require negotiation with any potential partner.
- 1.3 To understand the partnership opportunities, Officers released an Expressions of Interest (EOI) on 6 December 2023, which closed on 31 January 2024. The development expectations put forward through the EOI were derived from the Council direction of the [4 October 2023 Council meeting](#).
- 1.4 To maximise the partnership opportunities and to ensure as much of the potential partner market was canvased as possible, partners were presented with three ways to partner with Council for the project. Respondents could offer solutions for one, two, or all three project components of:
  1. Design and Build.
  2. Finance and Own; and
  3. Operate and Maintain.

Respondents were encouraged to work together with their preferred suppliers to maximise their offerings through consortiums, etc. As such, the options in this report reflect a combination of the above; Option 1 is a simple Design and Build; Option 2 is design, build, finance, and own; and Option 3 is an end-to-end solution combining all three components.

- 1.5 This report seeks direction from Council on the partnership model it wishes to pursue to facilitate the redevelopment of the site. Noting that the feedback from the EOI process is being presented in a separate confidential report titled 'Summerhays Street Redevelopment – Expressions of Interest Feedback' to this same meeting.

## 2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

### Housing Outcomes for 17-19 Summerhays Street

- 2.1 On 4 October 2023, Council resolved the following outcomes to be achieved at the Summerhays Street site:
- a. *Social housing outcomes for 17-19 Summerhays Street (Option 1); AND*
  - b. *Medium density housing outcomes for 17-19 Summerhays Street; AND*
  - c. *Inclusion of sustainable building practices in the development of future options for 17-19 Summerhays Street; AND*
  - d. *Inclusion of best-practice urban design practices in the development of future options for 17-19 Summerhays Street; AND*
  - e. *Design options being developed for one-, two- and three-bedroom dwellings within 17-19 Summerhays Street; AND*
  - f. *The design options include at least one option with a mix of subsidised and non-subsidised social housing.*

- 2.2 Council expressed a desire to explore partnerships for the delivery of the development. Subsequently, officers paused the design phase to first test the market for partnership opportunities, so to avoid any rework should a partner come on board.

### Additional Social Housing Budget Update (Programme 1459)

- 2.3 On 18 December 2023 Council agreed (222-23) the 22 November 2023 Community Committee recommendation to use Programme 1459 (Additional Social Housing Units) to fund Council's financial contribution to the Summerhays Street redevelopment project, if any.
- 2.4 The extent of how much of the budget in Programme 1459 would be required will not be known until the design is progressed and the partnership opportunities are explored/confirmed. It is unlikely that this programme budget will be sufficient to deliver the entire development.

## 3. DESCRIPTION OF OPTIONS

- 3.1 Before determining a preferred partnership model to best deliver on Council's desired outcomes, it is important to understand the partnership mechanics of each model.
- 3.2 Each model has benefits and risks, and can viably deliver the project and ensure that the desired outcomes around delivering housing are delivered. The decision around options comes down to how directly involved in the project delivery Council wants to be.
- 3.3 The trade-off to having more control in the delivery is that Council will also need to contribute more or all capital upfront to deliver the project. This is explored in more detail in Section 4 of this report.

- 3.4 A further description of each of the options is given below:

**Option 1: Engage a construction partner through a standard design and build contract, whereby Council would solely deliver and fund the development.**

- 3.5 For this option, Council would engage a partner to enter a design and build contract to deliver the development. This is the same model of delivery as Papaioea Place.
- 3.6 Council would fund the project using Council capital budgets and the Better-Off Funding provision.
- 3.7 The property would be retained by Council, adding to our 442-unit social housing portfolio.
- 3.8 Essentially, Council would contribute the entire up-front capital cost of the project, along with operating and maintaining the complex moving forward. It is important to note that the development would be cost-negative in the long-term as with the balance of the council-owned social housing portfolio.

**Option 2: Engage a partner to develop and finance the up-front cost of the project, with the homes then being purchased by Council or sold to a third party.**

- 3.9 Council could sell or lease the land to a partner to deliver and fund the project.
- 3.10 Council's contribution to this delivery model would be the land and potentially some or all the \$4M better-off funding allocated for the project (if required).
- 3.11 In most scenarios, the partner would be looking to on-sell or lease the housing units back to Council to then operate and maintain, as it does with its current portfolio. The partner would make their financial return through the sale or lease of the house and land packages.

**Option 3: Engage a partner to provide an end-to-end solution, whereby the development, financing cost, and ongoing operation are undertaken by a partner, not Council.**

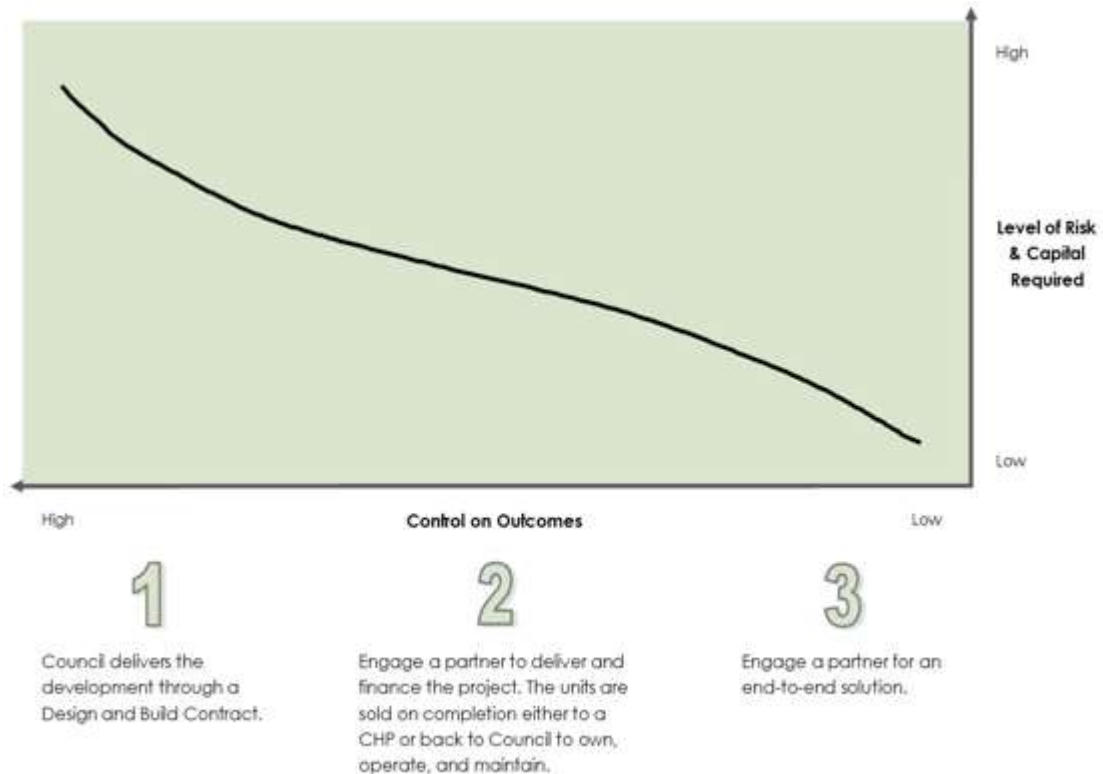
- 3.12 Council could sell or lease the land to a partner to deliver, fund and then maintain and operate the complex. Council's financial contribution would be like above Option 2, if any.
- 3.13 In this option the development partner also includes a Community Housing Provider (CHP) in the agreement.
- 3.14 Homes provided by Registered Community Housing Providers (CHP) are typically subsidised by the Income Related Rent subsidy. The tenant portion of the rent will be 25% of the tenant's income as determined by the Ministry of Social Development (MSD).

- 3.15 This differs from Council-owned social housing, as we are not eligible for the balance to be payable from MSD. This essentially means the other 75% of the 'market rent' is simply foregone. This is a restriction with the current social housing model Council operates and one of the reasons our social housing portfolio is cost negative for the ratepayer.
- 3.16 Should the end-to-end solution be preferred, Council should be aware that this will likely involve the partner making a return through use of a mixed tenancy model that includes some or all of, progressive home ownership, affordable market rentals, and utilising the rental subsidy opportunities. This would be a key consideration to ensure a financially viable solution is achieved.
- 3.17 For affordable rental homes CHPs typically set rents at or below 80% of market rental levels for the area and these are intended to be around a third of household incomes. Each provider will have its own rent policy and eligibility settings.
- 3.18 Noting that in some scenarios this would mean that 100% of the site may not become social housing as Council defines it. This could be a negotiation point with a preferred partner.
- 3.19 A Community Housing Provider also has the ability to apply to the Ministry of Housing and Urban Development (MHUD) for funding to support the construction of public housing units. When considering proposals from CHPs, MHUD looks for public housing opportunities that meet specific criteria, with a major one being land ownership or access to land for immediate development. They also like to fund opportunities in locations where Kāinga Ora has limited presence, or the need exceeds the availability of social housing.
- 3.20 MHUD's preference is for CHPs to retain ownership of completed housing units as this strengthens their ability to ensure long-term public housing availability. However, they do also consider build-to-rent situations on a case by case basis.
- 3.21 As with the Income Related Subsidy from MSD, the MHUD funding is not available to Council in its current social housing model as it is only for registered CHPs and Kāinga Ora.

#### **4. ANALYSIS OF PARTNERSHIP MODEL OPTIONS**

- 4.1 There are many different partnership models that could be entered, and every arrangement is different, however, Officers believe they can ultimately all be aligned to one of the three options presented in this report. Equally, there are several matters that will not be known until detailed discussions commence with a preferred partner, such as financial modelling.

- 4.2 Each partnership model can be summarised on a spectrum of how they relate to the level of involvement (control on outcomes), risk, and cost as shown below:



- 4.3 At one end of the spectrum, Council would fund and deliver the project themselves (Option 1). This presents the highest risk on balance, but Council has direct control on the outcome. Council should also consider the whole-of-life costs that this option entails, which is detailed in Appendix 1. It is also important to note that this option will not be cost positive over its life, as with the balance of Council's social housing portfolio.
- 4.4 The complete opposite delivery approach is where Council could sell or lease the land to a partner for an end-to-end solution (Option 3). This is a lowest risk option, with the trade-off being that Council would also have limited direct control over the outcomes. Note, that the control on outcomes could be enhanced by including a land covenant or development terms on the sale or lease agreement of the land to the partner.
- 4.5 Option 2 sits in the middle of these.
- 4.6 The below table provides a comparison between the three options through six critical considerations:
1. Achievement of housing outcomes.
  2. Debt and capital required.
  3. Operational expenditure.

4. Ownership of the asset.
5. Control and risk appetite; and
6. Achievement of social outcomes.

	Option 1	Option 2	Option 3
Housing Outcomes	Council's desired medium-density, social housing outcomes can be achieved as Council is directly delivering the project.	Council's desired medium-density, social housing outcomes can be achieved through a partnership agreement.	Council's desired medium-density, social housing outcomes can be achieved through a partnership agreement.
Debt and Capital	<p>The development is estimated to cost circa \$20 - \$30 million.</p> <p>Council can use \$4M from the better-off funding to contribute to this project, though this may be retracted/redirected by Central Government.</p> <p>Council has agreed that Programme 1459 can be used as a contribution to this development.</p> <p>There is likely to be a funding shortfall requiring additional funding unless delivered in stages.</p>	<p>Council can use \$4M from the better-off funding to contribute to this project, should a capital contribution be required, though this may be retracted/redirected by Central Government.</p> <p>The partner will fund all or the remainder of the development.</p> <p>Council could come out of the project cost-negative if Council were required to purchase or lease units upon completion. This may be a requirement for the development partner.</p>	<p>Council can use \$4M from the better-off funding to contribute to this project, should a capital contribution be required, though this may be retracted/redirected by Central Government.</p> <p>The partner will fund all or the remainder of the development.</p>
Operational Expenditure	<p>As this project would be increasing the Council-owned social housing portfolio, an additional Tenancy Officer role would be required to maintain the current level of service across the portfolio.</p> <p>Additionally, the larger social housing portfolio would generate increased operational, maintenance, and renewal costs over the life of the assets. Officers have provided some high-level modelling on what</p>	<p>If Council were to purchase the housing upon completion of the project, this will likely again trigger the need for an additional Tenancy Officer who are currently at capacity.</p> <p>Equally as with Option 1, the operational costs moving forward of increasing the housing portfolio will be borne by Council. Again, please refer to Appendix 1 for high-level financial modelling of Summerhays Street.</p>	No operational expenditure required as a partner will operate and maintain the finished complex.

	Summerhays Street would cost across the next 10-year period in Appendix 1.		
Ownership	Council would retain ownership of the land and the newly built assets.	Council may share ownership of the land and the newly built assets. A lease could be in place if ownership were not achieved.	A partner will own the finished complex.
Control/Risk	Council will have full control on design, timing, outcomes, and cost of the development.	Council will have some control on the development, where Council could provide input or requirements on the design, timing, outcomes, and costs. Requirements could be put in place via an agreement/contract.	Council will have some control on the development, where Council could provide input or requirements on the design, timing, outcomes, and costs. Requirements could be put in place via an agreement/contract.
Social Outcomes	Council will be able to determine and execute agreed social outcomes for the site.	Council may have to alter or compromise social outcomes for the partner to achieve a financially viable project.	Council may have to alter or compromise social outcomes for the partner to achieve a financially viable project.

## 5. CONCLUSION

- 5.1 All three partnership options are considered valid and provide several benefits and risks, and will deliver on Council's aspirations and desired outcomes for the site.

## 6. NEXT ACTIONS

- 6.1 Once a partnership model is determined, a decision on how Council wishes to engage a preferred partner will be explored i.e. proceed with a single preferred partner, a shortlist of partners etc. This is discussed in the confidential report titled 'Summerhays Street Redevelopment- Expressions of Interest Feedback' to this 01 May 2024 meeting.

## 7. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

- 7.1 No specific wider community engagement has been undertaken about seeking partners for the redevelopment of 17-19 Summerhays Street, however, Council has previously signalled its intention to repurpose the site for housing.

## COMPLIANCE AND ADMINISTRATION

Does Council have delegated authority to decide?	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do, they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these actions?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
The recommendations contribute to Goal 1: An Innovative and Growing City	
The recommendations contribute to the achievement of action/actions in City Growth	
The action is: Collaborate with the development community and Kāinga Ora on delivery of new housing developments and diverse forms of housing, such as duplexes, terrace housing, apartments, and other multi-unit options.	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being	Developing the Summerhays Street site will contribute to housing outcomes (Goals 1 and 3).

## ATTACHMENTS

1. Financial Modelling for Summerhays Street Redevelopment [↓](#) 



## Appendix 1: Summerhays Street - Expenditure 10-Year Forecast (If Option 1 is adopted)

Item (35 Dwellings)	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	Total
Revenue (rent)	-	-	-	-\$226,656	-\$232,322	-\$238,130	-\$244,084	-\$250,186	-\$256,440	-\$262,851	-\$1,710,669
Capital cost (new units)	\$1,000,000	\$12,000,000	\$12,000,000	-	-	-	-	-	-	-	\$25,000,000
Interest expense on borrowings	\$26,000	\$364,000	\$987,244	\$1,289,374	\$1,269,917	\$1,249,448	\$1,227,915	\$1,205,262	\$1,181,431	\$1,156,361	\$9,956,952
Debt repayment	-	\$14,542	\$189,802	\$374,175	\$393,632	\$414,101	\$435,635	\$458,288	\$482,119	\$507,189	\$3,269,483
New insurance on \$25M	-	-	\$70,833	\$72,604	\$74,419	\$76,280	\$78,187	\$80,141	\$82,145	\$84,199	\$618,808
Depreciation on \$25M asset	-	-	-	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,500,000
Maintenance	-	-	-	\$25,403	\$26,038	\$26,689	\$27,356	\$28,040	\$28,741	\$29,460	\$191,727
Other operating expenses	-	-	-	\$298,743	\$306,211	\$313,866	\$321,713	\$329,756	\$338,000	\$346,450	\$2,254,739
Renewals	-	-	-	\$16,242	\$16,648	\$17,065	\$17,491	\$17,929	\$18,377	\$18,836	\$122,588
<b>Total</b>	<b>\$1,026,000</b>	<b>\$12,378,542</b>	<b>\$13,247,879</b>	<b>\$2,349,885</b>	<b>\$2,354,544</b>	<b>\$2,359,319</b>	<b>\$2,364,214</b>	<b>\$2,369,230</b>	<b>\$2,374,373</b>	<b>\$2,379,644</b>	<b>\$43,203,628</b>

### Assumptions:

- The forecasted numbers above show the impacts of financing and owning a new social housing development consisting of circa 35 new units. This is Option 1 in the report.
- The annual rental received is based on Council's current social housing policy and derived from the average per dwelling rental being received from the wider social housing portfolio.
- The Summerhays St Redevelopment cost of \$25M, which is circa \$7M higher than the current budget provision in the LTP.
- Maintenance and other operating costs are based on the average costs incurred at Papaioea Place over the last 3 years as opposed to from the wider portfolio. Being a newly built complex, Officers felt this was a more accurate representation of the costs that would be incurred. Noting that these costs have been forecasted to begin once the development is complete in June 2027. This also assumes that dwellings will be maintained appropriately and does not allow for un-forecasted significant damage.
- The annual other operating expenses include items such as staff time, utilities, and other operating costs. This has been derived from the costs being experienced in the wider portfolio over the last 3 years, however, also includes an additional tenancy officer to reflect the increased workload generated from an extra 35 units.
- The project begins in July 2024 starting with design and is completed by June 2027 (3-year duration.)
- Inflation of 2.5% per annum applied throughout.
- The current interest rates in 2023/24 remain consistent through the next 10-years.
- The new assets (total development value) will depreciate at \$500,000 per year.



## COMMITTEE WORK SCHEDULE

TO: Council

MEETING DATE: 1 May 2024

TITLE: Council Work Schedule

### RECOMMENDATION TO COUNCIL

1. That Council receive its Work Schedule dated 1 May 2024.

### COUNCIL WORK SCHEDULE 1 MAY 2024

#	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
	<del>1 May 2024</del>	<del>2023 Residents Survey-- Action Plan</del>	<del>Chief Planning Officer</del>		<del>6 Sept 2023 Clause 144-23</del>
	<del>1 May 2024</del>	<del>Development of a Youth Wellbeing Plan-- sector wide scan to identify strategic or service gaps</del>	<del>Chief Customer Officer</del>		<del>Community Committee 22 November 2023 Clause 41.2-23</del>
	<del>1 May 2024</del>	<del>Nature Calls Steering Group-- Adoption of Terms of Reference</del>	<del>Chief Infrastructure Officer</del>		<del>1 November 2023 Clause 180-23</del>
1	15 May 2024	<b>Hearings</b> for the Long Term Plan 2024-34 <b>AND</b> <ul style="list-style-type: none"> <li>• Rates Review</li> <li>• Development Contributions Policy</li> <li>• Revenue and Financing Policy</li> <li>• Rates Relief and Postponement Policies</li> <li>• Fees and Charges - Trade Waste and Planning</li> <li>• Waste Management and Minimisation Plan</li> </ul>	Chief Executive		Terms of Reference

#	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
2	29 May 2024	Deliberations of the Long Term Plan 2024-34	Chief Executive		Terms of Reference
3	29 May 2024	Deliberations on the Rates Review	Chief Financial Officer		Terms of Reference
4	29 May 2024	Deliberations on the Fees and Charges - Trade Waste + Planning	Chief Financial Officer		Terms of Reference
5	29 May 2024	Deliberations on Revenue and Finance Policy + Rates Relief and Postponement Policies	Chief Financial Officer		Terms of Reference
6	29 May 2024	Deliberations on Waste Management and Minimisation Plan (WMMP)	Chief Planning Officer		Sustainability Committee 13 March 2024
7	29 May 2024	Deliberations on Development Contributions Policy	Chief Planning Officer		Terms of Reference
8	5 June 2024	Appointment of Trustees on Council Controlled Organisations	CE Unit Manager		Terms of Reference
9	5 June 2024	Remits received from other Territorial Authorities	CE Unit Manager		Terms of Reference
10	26 June 2024	Adopt Long Term Plan 2024-34	Chief Executive		Terms of Reference
11	26 June 2024	Adopt Future Development (FDS) Strategy – Recs from Steering group.	Chief Executive		Council 28 June 2023 Clause 109-23
12	26 June 2024	Adopt Fees and Charges - Trade Waste + Planning	Chief Financial Officer		Terms of Reference
13	26 June 2024	Adopt Rating System. + Strike the rates.	Chief Financial Officer		Terms of Reference
14	26 June 2024	Adopt Revenue and Finance Policy and Rates Relief and Postponement Policies	Chief Financial Officer		Terms of Reference
15	26 June 2024	Adopt the Development Contribution Policy	Chief Planning Officer		Terms of Reference
16	26 June 2024	Adopt the Waste Management and	Chief Planning Officer		Sustainability Committee

#	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
		Minimisation Plan (WMMP)			13 March 2024
17	7 August 2024	Civic and Cultural Precinct Master Plan Steering Group - 6-monthly update	Chief Planning Officer		Terms of Reference of the CCMP Steering Group
18	4 Sept 2024	Annual Review of Delegations Manual	CE Unit Manager		6 September 2023 Clause 147-23
19	2 Oct 2024	Food HQ Innovation Limited - Director's company progress report	Chief Infrastructure Officer		6 September 2023 Clause 143-23
20	2 Oct 2024	Appointment of members to the District Licensing Committee List.	CE Unit Manager		1 November 2023 Clause 190-23
21	30 Oct 2024	Adopt Annual Report 2023-24	Chief Financial Officer		Terms of Reference
22	27 Nov 2024	Appointment of CEDA Directors	CE Unit Manger		6 March 2024 Clause 23 -24
23	27 Nov 2024	Annual Report 2023-2024 - Performing Arts Trust	CE Unit Manger		Terms of Reference
24	11 Dec 2024	Annual Budget 2025/26	Chief Financial Officer		Terms of Reference
25	11 Dec 2024	City Revaluation – impact on rates	Chief Financial Officer		Terms of Reference
26	TBC	Report back on Investment Options for PN Airport	Chief Financial Officer		6 December 2023 Clause 197-23
27	1 March 2025	Exemption of Manawatū Whanganui Disaster Relief Fund from being a CCO	CE Unit Manger		Terms of Reference
28	30 May 2025	Exemption of Palmerston North Performing Arts Trust	CE Unit Manager		Terms of Reference



## RECOMMENDATIONS FROM COMMITTEE

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Presentation of the Part I Public Culture & Sport Committee Recommendations from its 27 March 2024 Meeting

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Set out below are the recommendations only from the Culture & Sport Committee meeting Part I Public held on 27 March 2024. The Council may resolve to adopt, amend, receive, note or not adopt any such recommendations. (SO 2.18.1)

**9-24 Annual Sector Lead Report: Creative Sounds Society Incorporated (The Stomach)**

Memorandum, presented by Abi Symes, Manager and Harry Fraser, Convenor, Creative Sounds Society Incorporated (The Stomach).

The **COMMITTEE RECOMMENDS**

1. That Council refer the increase to Creative Sounds Sector Lead Grant (of an additional \$68,000 for 2024/5, and inflation adjusted for future years) to the Long-Term Plan 2024-34 deliberations.



## RECOMMENDATIONS FROM COMMITTEE

**TO:** Council

**MEETING DATE:** 1 May 2024

**TITLE:** Presentation of the Part I Public Economic Growth Committee Recommendations from its 24 April 2024 Meeting

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Set out below are the recommendations only from the Economic Growth Committee meeting Part I Public held on 24 April 2024. The Council may resolve to adopt, amend, receive, note or not adopt any such recommendations. (SO 2.18.1)

**20-24 Amendment to the Appointment of Directors and Trustees Policy 2022 - Remuneration for Directors/Trustees of Council Controlled Organisations.**

Memorandum, presented by Sarah Claridge, Democracy and Governance Advisor.

**RECOMMENDATION TO COUNCIL:**

1. That Council adopt the draft Remuneration section (Attachment 1) to replace Part 1 section 12 Remuneration section of the Appointment of Directors Policy 2022.

**24-24 Vogel Street Safety Improvements - Consultation Feedback**

Memorandum, presented by Bryce Hosking, Acting Group Manager - Transport and Development.

**RECOMMENDATION TO COUNCIL**

2. That Council install three raised pedestrian crossings in Vogel Street, and right hand turn bay into Featherston Street in FY2024/25.

**25-24 Bus Shelter Civil Works**

Memorandum, presented by Bryce Hosking, Acting Group Manager - Transport and Development.

**RECOMMENDATIONS TO COUNCIL:**

1. That Council note that the total value of the civil works engagement with Fulton Hogan to support the Bus Shelter

Improvements project is \$1,495,500 excl. GST.

2. That Council note that the Bus Shelter Improvements works have been directly awarded to Fulton Hogan through separate work packages to ensure successful delivery of the overall project within the required timeframes as specified through the Transport Choices Funding Agreement.