



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

9:00 AM, WEDNESDAY 11 MARCH 2026

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

MEMBERS

Lorna Johnson (Chair)
Brent Barrett (Deputy Chair)
Grant Smith (The Mayor)

Mark Arnott
Rachel Bowen
Vaughan Dennison
Lew Findlay (QSM)
Hayden Fitzgerald
Leonie Hapeta
Bonnie Kuru

Debi Marshall-Lobb
Billy Meehan
Orphée Mickalad
Karen Naylor
William Wood
Kaydee Zabelin

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE MEETING

11 March 2026

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

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

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

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

4. Declarations of Interest (if any)

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

5. Public Comment

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

- | | | |
|------------|--|----------|
| 6. | Confirmation of Minutes | Page 7 |
| | That the minutes of the Community Resilience & Sustainability Committee meeting of 18 February 2026 Part I Public be confirmed as a true and correct record. | |
| 7. | Annual Sector Lead Report: Environment Network Manawatū | Page 11 |
| | Memorandum, presented by Amy Viles, Acting Manager Community Development. | |
| 8. | Annual Sector Lead Report: Te Pū Harakeke - Community Collective Manawatū | Page 45 |
| | Memorandum, presented by Ahmed Obaid, Senior Community Development Advisor - Funding & Governance. | |
| 9. | Annual Sector Lead Report: Manawatū Multicultural Council | Page 61 |
| | Memorandum, presented by Ahmed Obaid, Senior Community Development Advisor - Funding & Governance. | |
| 10. | Welcoming Communities Annual Report | Page 91 |
| | Memorandum, presented by Somayyeh Ghaffari, Community Development Advisor. | |
| 11. | Resource Recovery Section 17A Review | Page 107 |
| | Memorandum, presented by Natasha Hickmott, Acting Manager Resource Recovery. | |
| 12. | Climate Action Plan Engagement Analysis | Page 195 |
| | Memorandum, presented by Adam Jarvis, Manager Climate Change and Sustainability. | |
| 13. | Palmerston North Alcohol Control Bylaw 2015 - Section 155 Determination Report | Page 215 |
| | Report, presented by Stacey Solomon, Policy Analyst. | |

14. Committee Work Schedule - March 2026

15. Karakia Whakamutunga

16. Exclusion of Public

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

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

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

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

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

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

PALMERSTON NORTH CITY COUNCIL

Minutes of the Community Resilience & Sustainability Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 18 February 2026, commencing at 9.01am.

- Members Present:** Lorna Johnson (in the Chair), and Councillors Brent Barrett, Mark Arnott, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Rachel Bowen, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.
- Apologies:** The Mayor (Grant Smith) and Deputy Mayor Debi Marshall-Lobb (late arrival on Council Business)

The Mayor (Grant Smith) and Councillor Vaughan Dennison were not present when the meeting started at 9.01am. They joined the meeting at 9.08am. They were not present for clause 1.

Karakia Timatanga

Councillor Lorna Johnson opened the meeting with karakia.

1-26 Apologies

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 2-26 above was carried 13 votes to 0, the voting being as follows:

For:

Councillors Lorna Johnson, Brent Barrett, Mark Arnott, Rachel Bowen, Lew Findlay, Hayden Fitzgerald, Leonie Hapeta, Bonnie Kuru, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

The Mayor (Grant Smith) and Councillor Vaughan Dennison entered the meeting.

2-26 Public Comment

Comments from Katrin Stroppel-Jones, Health Consultant in support of Item 6 – Soft Plastics Trial – Options and Costs were read aloud by Hannah White,

Governance Manager.

Diane Koch, from Environment Network Manawatū, made a public comment in support of Item 6 – Soft Plastics Trial – Options and Costs.

Moved Lorna Johnson, seconded Rachel Bowen.

The **COMMITTEE RESOLVED**

1. That the Committee receive the public comments for information.

Clause 2-26 above was carried 15 votes to 0, the voting being as follows:

For:

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

3-26

Soft Plastics Trial - Options and Costs

Report, presented by Natasha Hickmott, Acting Manager Resource Recovery.

Moved Lorna Johnson, seconded Grant Smith.

The **COMMITTEE RECOMMENDS**

1. That Council approve a soft plastics recycling drop off trial at both Ferguson Street Recycling Centre and Supermarkets commencing Quarter 1 2026/27 for a period of twelve months (Option 1).
2. That Council establish a new Capital Programme called 'Recycling – Soft Plastics Storage Shelter' for the purposes of building a storage shelter at Awapuni to facilitate implementation of a trial for soft plastics recycling.
3. That Council transfer \$82,600 from Programme 727 – Recycling – Materials Recovery Facility Development to new programme 'Recycling – Soft Plastics Storage Shelter' in the current Financial Year.
4. That Council refer to the Annual Budget 2026/27 deliberations additional operating expenditure of \$43,000 and additional operating revenue of \$15,000.
5. That the Chief Executive report back to the Community Resilience & Sustainability Committee by 17 February 2027 outlining the effectiveness of six months of the trial, including costs and amount of soft plastics diverted.

Clause 3-26 above was carried 15 votes to 0, the voting being as follows:

For:

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

4-26 Committee Work Schedule - February 2026

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

1. That the Community Resilience & Sustainability Committee receive its Work Schedule dated February 2026.

Clause 4-26 above was carried 15 votes to 0, the voting being as follows:

For:

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

Karakia Whakamutunga

Councillor Lorna Johnson closed the meeting with karakia.

The meeting finished at 9.50am.

Confirmed 11 March 2026

Chair

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Annual Sector Lead Report: Environment Network Manawatū

PRESENTED BY: Amy Viles, Acting Manager Community Development

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

- 1. That the Committee receive the memorandum titled ‘Annual Sector Lead Report: Environment Network Manawatū’ presented to the Community Resilience & Sustainability Committee on 11 March 2026.**
-

1. ISSUE

- 1.1 Environment Network Manawatū (ENM) is delivering its fourth annual report (January – December 2025) as a Sector Lead organisation, which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Environment Network Manawatū against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Environment Network Manawatū and the Council in July 2022 for the period 1 July 2022 to 30 June 2025.
- 2.4 In September 2024, staff completed an evaluation to determine continued partnership with ENM as a Sector Lead organisation. It was confirmed that ENM continue to demonstrate the six criteria of sector leadership and as such, would continue as a Sector Lead.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. REPORT ANALYSIS

- 3.1 ENM are the central environment member-led organisation in the Manawatū. They provide vital leadership, capability and capacity building opportunities for the Palmerston North environmental community and the public, with a particular focus on collective community action with environmental groups. ENM also provide advice, information, advocacy and human resources for the environmental sector within the wider Manawatū.
- 3.2 Under the ENM Strategic Framework 2024-2027, four pou or key priorities were identified, introducing a formal widening of scope and include: Climate Action, Biodiversity Protection and Enhancement, Community Food Sovereignty and Circular Economy. The four pou of ENM align with and sit broadly across Council plans in the 2024-2034 Long-Term Plan including: Climate Change and Sustainability, Biodiversity and the Manawatū River, Resource Recovery plans.
- 3.3 A new three-year Partnership Agreement commenced between ENM and the Council in July 2025, for the period 1 July 2025 to 30 June 2028. The Agreement stipulates that activities funded contribute to the achievement outcomes within the Council's Whāina 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city.
- 3.4 The activities funded through this Partnership Agreement align with the following outcomes:
 - Natural environment-focused community groups and facilities that are well supported and invested in
 - Access to relevant information and education to support more sustainable choices
 - A healthy, thriving ecosystem, including native biodiversity and food security
 - A circular economy with more resource recovery and less waste
 - The Manawatū River and waterways restored to a healthy, respected and connected state
 - A sustainable low emissions city.

- 3.5 ENM are now funded by Council through their Sector Lead Partnership Agreement for a contribution towards the facilitation of their membership network of environmental groups and to deliver three of their four pou: Community Food Sovereignty, Biodiversity Protection and Enhancement and Circular Economy.
- 3.6 ENM allocates a portion of their Sector Lead Partnership funding to fund the Environmental Initiatives Fund (EIF), which is administered by ENM to support Palmerston North based community initiatives that improve environmental outcomes. The fund is administered via small grants (up to \$1,000) and large grants (between \$1,000 to \$15,000). The EIF also has an additional \$30,000, allocated by Council through the Long-Term Plan 2024-2034 targeted to the fund kai resilience initiatives, as per Council’s resolution of 29 May 2024:

‘That Council increase the funding provided to Environment Network Manawātū through the Sector Lead Partnership Agreement for the Environmental Initiatives Fund by \$30k per annum to support food security projects and inform the development of a city-wide food security and resilience policy.’
- 3.7 Additional to Council funding, ENM receives multiple and diverse sources of funding across their initiatives and works towards meeting several different investment outcomes through its activities and, therefore, their report includes activities that are not solely funded by Council.
- 3.8 While the Sector Lead Agreement specifically covers initiatives that focus on the city of Palmerston North, staff acknowledge that work completed by ENM initiatives have far broader impacts on the wider Manawātū Region. ENM provide sector leadership in both a citywide and regional capacity.
- 3.9 The total amount of funding ENM receives through their current Sector Lead Partnership Agreement is \$315,800 per annum (plus GST). Other additional funding ENM have received from Council (Resource Recovery and Waste Minimisation funding and the kai resilience budget for the EIF) have been combined into the Sector Lead Partnership Agreement. The purpose of this move was for ENM to have one reporting mechanism for all forms of funding from Council and for Council to be able to monitor and evaluate funded outcomes fully and consistently. The new agreement now includes reporting measures across all forms of funding.
- 3.10 The table below illustrates the breakdown allocations:

Table 1: Total funding allocation

Activity	Amount	Combined Allocations	Source
Balance of ENM Sector Lead Partnership Funding 2025-2028	\$220,000	\$265,000	Sector Lead Partnership funding through the Strategic Priority Grant allocation
Portion allocation from the Sector Leadership Partnership grant for the EIF	\$45,000		Environmental Initiatives Fund (EIF) to support Palmerston North based community initiatives that improve environmental outcomes.
Additional Kai Resilience allocation for the EIF	\$30,000	\$30,000	Allocated to the EIF through Council's Long-Term Plan 2024-2034, specifically targeted to Kai Resilience Initiatives (as per Council's resolution of 29 May 2024)
Two Future Living Skills programme workshop series	\$8,800	\$20,800	Resource Recovery and Waste Minimisation funding. This allocation of funding is additional to the community funding via the Strategic Priority Grant
10 Repair Cafes per year	\$12,000		
Total:		\$315,800	

Table 2: Assessment of agreed activities

Activity	Comment	Assessment (Not met; developing; or met)
Facilitate a membership network of environmental groups and deliver environment related education initiatives	ENM continues to perform well in this area. ENM maintain a strong membership base, to grow their reach into the community through a range of hui, network meetings, funding support, advice, advocacy and coordination of member groups and the wider community. ENM demonstrate their central role in the region, including a calendar of facilitated hui connected to their Strategic Framework.	Met
Delivery of the Biodiversity Protection and Enhancement pou (including member groups)	The inclusion of a 0.5FTE Biodiversity Coordinator role has been instrumental in ensuring support of biodiversity groups and to improve connection opportunities. Of note: Partnership with Trees for Survival with schools and the continued efforts with the Southern Ruahine Kiwi project.	Developing
Delivery of the Community Food Sovereignty pou (including member groups)	This pou continues to be a key focus for ENM, however they have demonstrated an ability to both continue to prioritise this important mahi, while balancing and increasing focus on the other 3 pou of their strategic plan. Of note: mana-whenua led collaboration (particularly in the 4412 with Ora Konnect partners) and the ongoing practical support provided to community via their van/trailer, seedlings, tools, advice & support.	Met
Delivery of the Circular Economy pou	A very well attended Textile Rescue and Repurposing Hui has helped launch this pou and projects supported through the EIF small grants has supported grass roots initiatives to develop.	Developing

Activity	Comment	Assessment (Not met; developing; or met)
Administer the Environmental Initiatives Fund in support of community-led environment initiatives (including Kai resilience).	<p>ENM are performing well in this area.</p> <p>With additional funding from Council, ENM have been able to ensure the scope of the EIF continues to grow. ENM have grown the EIF into a regional fund with partnership funding support from Eastern & Central Community Trust (ECCT) in July 2025.</p> <p>A wide range of initiatives were supported in the last year, balancing kai resilience initiatives with other environmental initiatives (including 5 circular economy focused initiatives).</p>	Met
Sector Leadership Activities		
Provide capacity-building and support for other community organisations to develop and connect.	<p>ENM are performing well in this area.</p> <p>ENM work with other environmental organisations in Palmerston North, across neighbouring regions and nationally through the Environment Hubs Aotearoa (EHA) network and other national networks to support the development and promotion of environmental initiatives.</p> <p>Of note is the partnership funding with ECCT to increase the scope and reach of the Environmental Initiatives Fund, the development of a membership engagement plan and the recent 'Simplifying Local Govt: Submission Support & Discussion' hui.</p>	Met
Deliver the highest level of expertise and highest quality service.	<p>ENM continue to perform well in this area.</p> <p>ENM made a commitment in their 2024-2027 Strategic Framework to refocus their resourcing on providing the 'scaffolding' for project development of member groups rather than delivery and implementation. They have demonstrated this commitment through actions like: coordinating trainings, providing advice to groups on board management software, subsidising and providing access to shared resources (van, trailer, gardening equipment).</p>	Met
Think, work, and advocate	<p>ENM continue to perform well in this area.</p> <p>ENM are a subject matter expert for the</p>	Met

Activity	Comment	Assessment (Not met; developing; or met)
strategically.	environment and provide sound information and advice to Council on a regular basis. Of note: input into the Stormwater Strategy, local government election candidate events, contribution as a Sector Lead to the 'What Really Matters' document for the next LTP for Council.	
Have robust strategic and business plans in place.	ENM continue to perform well in this area. Implementation of their Strategic Framework 2024-2027, with a focus on Sector Leadership, building capacity and capability and creating community connections. Of note: Supported and participated in the Aotearoa NZ SDG Summit at Massey University.	Met
Resource Recovery & Waste Minimisation		
Lead and facilitate the Future Living Skills programme workshop series	ENM continues to perform well in this area. NB: The programme is now called the Sustainable Living Workshops. In the last 6 months delivering 8 workshops with a total of 122 attendees.	Met
Coordinate and deliver the PN Repair Cafes	ENM continues to perform well in this area. The success of the PN Repair Cafes are evidenced by attendance from community and the strength of the partnerships with other organisations in the delivery of this initiative.	Met

3.12 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.

3.13 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' because of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.

- 3.14 Partnership, collaboration and volunteerism continue to be key strengths of the organisation coupled with their balanced approach to service delivery within the region. The ability to secure future funding for the Climate Action coordination role will enable the organisation to further strengthen their position.
- 3.15 Past issues that had arisen regarding adequate data collection has been addressed by adapting performance measures in partnership with ENM and continue to improve. ENM have worked hard to balance resource allocation across the demands of all pou. Staff continue to work with ENM to tailor reporting measures as required.
- 3.16 The performance measure data provides an evidence base to support the information in the annual report.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of Environment Network Manawatū for 2025.
- 4.2 Staff assess Environment Network Manawatū is performing well overall against its agreed activities. The organisation is delivering on its strategic direction through practical actions, balancing long-term and immediate priorities, staying true to its core values while continuing to evolve and deliver outcomes for its member groups and wider community aspirations.



5. NEXT STEPS

- 5.1 Staff will continue to support Environment Network Manawatū to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.
- 5.2 Environment Network Manawatū will present its next Annual Report, covering year two of the agreement in the first quarter of 2027. Further staff commentary on progress will also be provided at that time.

6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual Clause 4.4: Receive or note any report or memorandum or other information submitted to the Committee	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city	
The recommendations contribute to this plan: 10. Mahere āhuarangi hurihuri, toitūtanga 11. Biodiversity and the Manawatū River Plan 12. Resource Recovery Plan The objective is: Encourage and promote sustainable best-practice in Council activities and the wider community; Support and fund for-purpose organisations and local communities working to help achieve nature conservation outcomes; Provide support for for-purpose organisations and local communities to recover, reuse, repurpose or regenerate products.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead Organisations contribute to the achievement of Council’s strategic direction, particularly Goals 2, 3 and 4, which seek to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. ENM Annual Report to PNCC February 2026 [↓](#) 
2. ENM Performance Measure Data for period 1 Jan 2025 to 31 Dec 2025 [↓](#)




P.O. Box 1271
145 Cuba Street
Palmerston North 4410

P: 06 355 0126
E: admin@enm.co.nz

enm.org.nz

Connecting and inspiring communities for environmental action

ENM Sector Lead Report

February 2026

Hutia te rito o te harakeke, kei whea te kōmako e kō?
Ki mai koe ki a au, he aha te mea nui o tēnei ao?
Māku e kī atu, he tangata, he tangata, he tangata.

Ka topa te manu mihimihi ki runga i ngā paemaunga o Taranaki, o Ruahine
Ka heke iho ki ngā wai o Manawātū
Ka rere i te whānui me te whāroa o te whenua nei
Tae atu rā ki ngā wae karekare o Te Tai Hauāuru
Ka mihi kau atu ki te iwi manawhenua o Rangitāne
Ka mihi ki tēnā hapū, ki tēnā hapū
Ki tēnā marae, ki tēnā marae
Ko koutou te mana rangatira, te mana taketake o te taiao e noho nei tātou
Ko te reo mihi o ENM tēnei i runga i ngā kaupapa e whakakotahi nei i a tātou;
Oranga nuku, oranga rangi, oranga tangata!

About ENM

ENM is the environment hub for the Manawātū region, connecting and inspiring communities to take environmental action.

We provide sector leadership, build capacity and capability, and create community.

ENM is proud to be Palmerston North City Council's go-to group for environmental work. As a member-led group, we work alongside our network to share ideas, get things done, and push for positive change. We lead by example, supporting everyone in their mahi and making sure they have what they need to achieve their goals.

We believe in bringing people together. We help strengthen community connections, provide opportunities to meet others, and create spaces where people can talk about what's needed and work together to find solutions.

We're passionate about protecting the environment, and we know that to make a real difference, we need to stay strong ourselves. We focus on getting the right resources for the community and helping our network groups and locals build their skills. By encouraging learning, working together, and supporting volunteers, we help everyone make a positive impact.



Our Pou

ENM focuses on supporting activities in these four pou to achieve our vision:

1. Climate Action

We raise awareness about climate change and support community actions that encourage reduced carbon emissions, waste, and overconsumption, while promoting clean air and sustainable cities. Through advocacy and collaboration, we push for climate-friendly policies and hold local and central government accountable for meaningful action.

2. Biodiversity Protection & Enhancement

We protect and restore native species and improve water quality by supporting initiatives like Manawatū River Source to Sea, with a focus on preserving ecosystems and strengthening regional biodiversity for a healthier environment.

3. Community Food Sovereignty

We strive to ensure access to healthy, locally grown, sustainable and culturally appropriate food. By supporting networks like Manawatū Food Action Network, we help communities to grow their own food, make healthy food more accessible, reduce food waste, and provide free or affordable food to people.

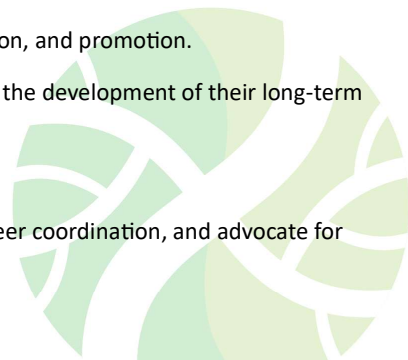
4. Circular Economy

We aim for a thriving planet that sustains future generations by fostering a circular economy where resources are reused and valued. We connect and support community groups, provide education, and build strong networks to improve local practices. Through shared initiatives and upskilling, we empower people to make informed choices and contribute to sustainable change

Key Functions

Critical to the achievement of our goals are our key functions which support and strengthen our pou, and enable us to show sector leadership, build capacity, and capability and create community. We aim to:

- Strengthen relationships with mana whenua and explore how to honour and uphold Te Tiriti o Waitangi.
- Support and equip members through training, connection, and promotion.
- Scaffold projects in their initial stages, while supporting the development of their long-term financial viability
- Distribute the Environmental Initiatives Fund
- Work toward an Environmental Centre, improve volunteer coordination, and advocate for environmental change.
- Foster collaboration within and beyond the network.



ENM's Contribution to PNCC Outcomes

Palmerston North City Council has a goal of He tāone toitū, he tāone manawaroa: A sustainable and resilient city. During the last six months, our activities have impacted the following priorities within this goal:

- Natural environment-focused community groups and facilities that are well supported and invested in.
- Access to relevant information and education to support more sustainable choices.
- A healthy, thriving ecosystem, including native biodiversity and food security.
- A circular economy with more resource recovery and less waste.
- The Manawatū River and waterways restored to a healthy, respected and connected state.
- A sustainable low emissions city.

We do this through our work to:

- Facilitate a membership network of environmental groups and deliver environment related education initiatives.
- Support the collective action networks for Biodiversity Enhancement and Protection; and Community Food Sovereignty member groups.
- Develop a Circular Economy Network as an emerging area of environmental focus.
- Administer the Environmental Initiatives Fund (EIF) in support of community-led environment initiatives (including kai resilience).
- Coordinate and deliver the Palmerston North Repair Café with community partners.
- Lead and facilitate the Sustainable Living Workshops (previously known as Future Living Skills).

As a sector lead organisation we further contribute to the environmental community by demonstrating the following characteristics of a sector lead:

- providing capacity-building and support for other community organisations to develop and connect;
- delivering the highest level of expertise and highest quality service;
- thinking, working and advocating strategically;
- having robust strategic and business plans in place.

Responses to our recent survey show that ENM plays a highly valued role as a connector, catalyst, and enabler of community-led environmental action. Through our hui, newsletters, funding support,

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

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

PRESENTED BY: Ahmed Obaid, Senior Community Development Advisor - Funding & Governance

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Te Pū Harakeke – Community Collective Manawatū' presented to the Community Resilience & Sustainability Committee on 11 March 2026.
-

1. ISSUE

- 1.1 Te Pū Harakeke – Community Collective Manawatū (TPH) is delivering its fourth annual report (January – December 2025) as a Sector Lead organisation, which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Te Pū Harakeke – Community Collective Manawatū against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Te Pū Harakeke – Community Collective Manawatū and the Council in July 2022 for the period 1 July 2022 to 30 June 2025.
- 2.4 In September 2024, staff completed an evaluation to determine continued partnership with Te Pū Harakeke – Community Collective Manawatū as a Sector Lead organisation. It was confirmed that TPH continue to demonstrate the six criteria of sector leadership and as such, would continue as a Sector Lead.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. REPORT ANALYSIS

- 3.1 Te Pū Harakeke – Community Collective Manawatū is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme (COGS), Lottery Grants Board, Pub Charity, and other funders.
- 3.2 Te Pū Harakeke - Community Collective Manawatū was founded in 1971 as the Palmerston North Community Services Council to bring together and provide support for Palmerston North based community organisations. Their membership consists of over one hundred for-purpose organisations and individuals working in the social sector and local community.
- 3.3 A new three-year Partnership Agreement commenced between Te Pū Harakeke – Community Collective Manawatū and the Council in July 2025 for the period 1 July 2025 to 30 June 2028. The Agreement stipulates that activities funded contribute to the achievement outcomes within the Council’s Goal 3: A connected and safe community.
- 3.4 The activities funded through this Partnership Agreement align with the following outcomes:
 - Community social service groups and facilities that are well supported and invested in.
 - Access to safe and accessible community places.
 - Access to services and facilities that are inclusive and appropriate for their needs.
- 3.5 The amount of funding Te Pū Harakeke – Community Collective Manawatū receives through this Sector Lead Partnership Agreement is \$120,000 per annum (plus GST). Funding will be adjusted for inflation in years two and three.
- 3.6 In addition to the funding mentioned above, Te Pū Harakeke receives \$71,763 for Hancock House management, \$5,100 per annum to purchase furniture for Hancock Community House, and \$12,000 for administering the Community Development

Small Grants Fund. Note the total amount of the Small Grants Fund for distribution this year is \$249,900 per annum.

3.7 **Table 1: Assessment of agreed activities**

Activity	Comment	Assessment (Not met; developing; or met)
Facilitate capability and capacity building training sessions, programmes, workshops for community groups	<p>TPH have delivered a good number of activities and programmes in this period. A total of 21 workshops and training sessions to 225 people were delivered across a range of topics, including:</p> <ul style="list-style-type: none"> • Te Tiriti o Waitangi • Volunteer Management • Governance • First Aid • Managing Legal Issues • Working with Vulnerable Communities • Sustainable Funding <p>TPH regularly seeks feedback from community groups to help plan for their future activities, which ensures that they are building capacity and capability in the areas most needed by the sector.</p>	Met
Facilitate a membership network for the community sector	<p>TPH has 110 members. 11 meetings/networking events were held in 2025 for members to connect and collaborate. A total number of 460 people attended these events. TPH staff play an important role in encouraging and supporting these connections.</p>	Met
Deliver Social Wellbeing Forum (SWF)	<p>In 2025 TPH introduced a Community Sector Update event which took place in the alternate year of the Social Wellbeing Forum.</p> <p>The first Community Sector Update Event was successfully held on 5 December 2025 at the Conference and Function Centre, with 90 attendees. Participants included representatives from PNCC, MSD, DIA, Public Trust, and the housing, mental health, disability, finance and budgeting support sectors, as well as community workers from across the sector.</p>	Met
Provide capacity-building and	<p>TPH have offered support and advice in four areas of need as part of their Te Tauteka programme.</p>	Met

Activity	Comment	Assessment (Not met; developing; or met)
support for other community organisations to develop and connect.	<p>Those areas are:</p> <ul style="list-style-type: none"> • Governance and Strategy • Preparing new or updating Trust Deeds • Human Resources and employment • Accounting/ financial compliance <p>A total of eight groups have been supported across all areas. This programme is an example of the leadership role of TPH in the community sector.</p>	
Deliver the highest level of expertise and highest quality service.	TPH are performing well in this area.	Met
Think, work, and advocate strategically.	TPH has demonstrated strong sector leadership through the preparation and submission of feedback and consultation responses to Council on behalf of the community and social services sector. Their contributions reflect a sound understanding of local issues, sector-wide perspectives.	Met
Have robust strategic and business plans in place.	TPH is guided by a comprehensive and well-articulated strategic plan that clearly sets out its vision, priorities, and long-term direction. The plan demonstrates strong alignment between the organisation’s mission, its community aspirations, and its operational objectives.	Met
Management of Hancock Community House & Purchase of furniture and Equipment for Hancock Community House	<p>TPH are performing very well in providing day to day administration of Hancock Community House. They have a well-established relationship with all tenants and hold regular tenants’ meetings.</p> <p>Bookings and administration of meeting rooms and reception services have been managed well by staff.</p>	Met
Administration and distribution of Community	The small grants fund provides up to \$5,000 per group for administration expenses. In 2025, 69 applications were assessed, in which 52 applications	Met

Activity	Comment	Assessment (Not met; developing; or met)
Development Small Grants Fund	<p>were approved for funding.</p> <p>There were no emergency grants distributed.</p> <p>Staff work alongside Te Pū Harakeke to ensure continual improvement of processes.</p>	

- 3.8 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.9 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is ‘better off’ because of the activities or services, as well as ‘how much’ of the activity or service was delivered and ‘how well’ it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.
- 3.10 The current reporting period reflects a high level of satisfaction among member organisations regarding the work undertaken by Te Pū Harakeke – Community Collective. Feedback indicates that members value the organisation’s leadership, coordination, and consistent support to the sector.
- 3.11 Council staff also acknowledge Te Pū Harakeke – Community Collective Manawatū for its effective delivery of outcomes that strengthen and support the social sector across the city.
- 3.12 The performance measure data provides an evidence base to support the information in the annual report.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of Te Pū Harakeke – Community Collective Manawatū for 2025.
- 4.2 Staff have assessed that Te Pū Harakeke – Community Collective Manawatū are performing well against their agreed activities across the board. The organisation continues to demonstrate a well-managed growth in response to increasing community demand.

In addition, the organisation provides credible and influential advocacy on key social issues, consistently representing the interests of the community and social sector with professionalism and integrity. A particular strength is its ability to foster meaningful collaboration across social initiatives.

5. NEXT STEPS



- 5.1 Staff will continue to support Te Pū Harakeke – Community Collective Manawatū to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.
- 5.2 Te Pū Harakeke will present its next Annual Report, covering year two of the agreement in the first quarter of 2027. Further staff commentary on progress will also be provided at that time.

6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual Clause 4.4: Receive or note any report or memorandum or other information submitted to the Committee.	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 3: He hāpori tūhonohono, he hāpori haumarū Goal 3: A connected and safe community	
The recommendations contribute to this plan: 7. Mahere tautāwhi hāpori 7. Community Support Plan The objective is: Support for-purpose organisations and communities of interest and deliver programmes to support community wellbeing.	
Contribution to strategic direction and to social,	Sector Lead organisations contribute to the achievement of Council’s strategic direction, particularly Goals 2, 3 and 4,

<p>economic, environmental and cultural well-being</p>	<p>which seek to enhance the social, economic, environmental and cultural wellbeing of the community.</p>
--	---

ATTACHMENTS

1. Te Pū Harakeke - Community Collective Manawatū Annual Sector Lead Report, March 2026 [↓](#) 
2. Te Pū Harakeke - Community Collective Manawatū Performance Measures Data 2025 [↓](#) 

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Annual Sector Lead Report: Manawatū Multicultural Council

PRESENTED BY: Ahmed Obaid, Senior Community Development Advisor - Funding & Governance

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Manawatu Multicultural Council' presented to the Community Resilience & Sustainability Committee on 11 March 2026.
-

1. ISSUE

- 1.1 Manawatū Multicultural Council (MMC) is delivering its fourth annual report (January – December 2025) as a Sector Lead organisation, which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Manawatū Multicultural Council against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Manawatū Multicultural Council and the Council in July 2022 for the period 1 July 2022 to 30 June 2025.
- 2.4 In September 2024, staff completed an evaluation to determine continued partnership with Manawatū Multicultural Council as a Sector Lead organisation. It was confirmed that MMC continue to demonstrate the six criteria of sector leadership and as such, would continue as a Sector Lead.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

3. ANNUAL REPORT ANALYSIS

- 3.1 Manawatū Multicultural Council is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme (COGS), Ministry for Ethnic Communities, Eastern & Central Community Trust (ECCT), Ministry of Social Development, NZ Lottery Grants Board and other funders.
- 3.2 Manawatū Multicultural Council was founded in 1993 to provide an essential point of contact for new migrants, former refugees, international students, and newcomers to the city.
- 3.3 Manawatū Multicultural Council operates as a coordinating body for the many different ethnic and cultural groups in the city, providing information, resources and activities, with the aim of creating a connected and inclusive community.
- 3.4 A new three-year Partnership Agreement commenced between Manawatū Multicultural Council and the Palmerston North City Council in July 2025 for the period 1 July 2025 to 30 June 2028. The current Agreement stipulates that activities funded contribute to the achievement of outcomes within the Council’s Goal 2: A creative and exciting city and Goal 3: A connected and safe community.
- 3.5 The activities funded through this Partnership Agreement align with the following outcomes:
 - A vibrant city that connects people and where creativity is built into our cityscape.
 - Access to services and facilities that are inclusive and appropriate for their needs.
 - Community social service groups and facilities that are well supported and invested in.
 - Access to safe and accessible community places.
- 3.6 The amount of funding Manawatū Multicultural Council receives through this Sector Lead Partnership Agreement is \$100,000 per annum (plus GST). Funding will be adjusted for inflation in years two and three.

3.7 Table 1: Assessment of agreed activities

Activity	Comment	Assessment (Not met; developing; or met)
Operate the Multicultural Centre	<p>MMC’s Multicultural Centre, located within Hancock Community House, serves as a well-established hub for support and information for our ethnic communities. Throughout this period, the Centre has demonstrated consistent operational success and effective management.</p> <p>Furthermore, MMC remains a key contributor to the Council’s multicultural hub project, providing valuable input during the recent planning and design phases.</p>	Met
Deliver Holiday Programmes	With a focus on community engagement, MMC facilitated well attended holiday programmes, fostering strong partnerships with local communities.	Met
Provide Educational Workshops	<p>MMC successfully facilitated several educational initiatives this period. These workshops saw high levels of engagement, reaching a total of 3,250 community members.</p> <p><u>The following are examples of topics covered:</u></p> <ul style="list-style-type: none"> • 3 Steps For Life • Senior Lunchtime Programme • Steady As You Go – delivered in collaboration with Age Concern • Learner Licence Workshop • Happy Women Workshop • Happy Families Workshop • Constitution Workshop • Happy Seniors Workshop • Job Interview Workshop • Te Manawa School Holiday Programme Workshops • Employment Workshop 	Met
Lead a membership network for cultural groups	MMC currently supports a network of 69 member groups. To foster cohesion, the Centre facilitates regular meetings and activities, complemented by weekly updates to ensure consistent communication.	Met

Activity	Comment	Assessment (Not met; developing; or met)
Contribute to the delivery of cultural events and celebrations, including the Festival of Cultures	MMC remains a key partner in the planning and delivery of diverse cultural celebrations. This year's flagship events included the Festival of Cultures, Diwali Mela, World on Stage, Potluck Dinners, and the Palmy Play Festival , among several other successful community gatherings.	Met
Provide capacity-building and support for other community organisations to develop and connect	MMC provided guidance and support to its members in 2025.	Met
Deliver the highest level of expertise and highest quality service	Driven by a commitment to quality and community impact, MMC's staff and board have overseen a period of governance stability and management improvements, strengthening the organisation's overall capacity.	Met
Think, work, and advocate strategically	MMC remains a key contributor to the Council's Multicultural Hub project, providing vital community insights and technical knowledge through regular consultation with the project team. Furthermore, MMC provides strategic representation for its membership within the Welcoming Communities Advisory Group and actively participates in cross-sector forums and advocacy initiatives.	Met
Have robust strategic and business plans in place	MMC has successfully navigated several key transitions this period, demonstrating both governance and financial resilience. The organisation has updated its constitution to ensure full alignment with the new Incorporated Societies Act. MMC's strategic approach to budgeting has enabled the retention of the community connector role, ensuring continuity of essential support for	Met

Activity	Comment	Assessment (Not met; developing; or met)
	<p>high-needs communities.</p> <p>In addition, MMC staff consistently demonstrate strong performance and commitment to community wellbeing.</p>	

3.8 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.

3.9 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' because of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.

3.10 The current reporting period shows a high level of satisfaction by members in the work that Manawatū Multicultural Council does. Staff commend Manawatū Multicultural Council in delivering outcomes to multicultural and ethnic communities in the city.

3.11 The performance measure data provides an evidence base to support the information in the annual report.

4. CONCLUSION

4.1 This memorandum has provided background to and comment on the annual report of Manawatū Multicultural Council for 2025

4.2 Staff have assessed that Manawatū Multicultural Council are performing well against their agreed activities across the board. The organisation continues to achieve strategic growth by evolving in direct response to emerging community needs. Moreover, it maintains an advocacy presence, providing a voice on critical issues and ensuring that the interests of its diverse membership are represented.

5. NEXT STEPS



5.1 Staff will continue to support Manawatū Multicultural Council to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.

- 5.2 Manawatū Multicultural Council will present its next Annual Report, covering year two of the agreement in the first quarter of 2027. Further staff commentary on progress will also be provided at that time.

6. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual Clause 4.4: Receive or note any report or memorandum or other information submitted to the Committee.	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 3: He hāpori tūhonohono, he hāpori haumarū Goal 3: A connected and safe community	
The recommendations contribute to this plan: 7. Mahere tautāwhi hāpori 7. Community Support Plan The objective is: Support for-purpose organisations and communities of interest and deliver programmes to support community wellbeing.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead organisations contribute to the achievement of Council’s strategic direction, particularly Goals 2, 3 and 4, which seek to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. Manawatū Multicultural Council Annual Sector Leads Report, March 2026 [↓](#) 
2. Manawatū Multicultural Council Performance Measures 2025 [↓](#) 

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Welcoming Communities Annual Report

PRESENTED BY: Somayyeh Ghaffari, Community Development Advisor

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COUNCIL

1. That the Committee receive the memorandum titled 'Welcoming Communities Annual Update' presented to the Community Resilience & Sustainability Committee on 11 March 2026.
-

1. ISSUE

- 1.1 This report provides the annual update on the progress of the Welcoming Communities programme implementation.
- 1.2 This is the eighth annual Welcoming Communities report. The previous annual report was presented to the [Agenda of Community Committee - Wednesday, 19 March 2025](#).

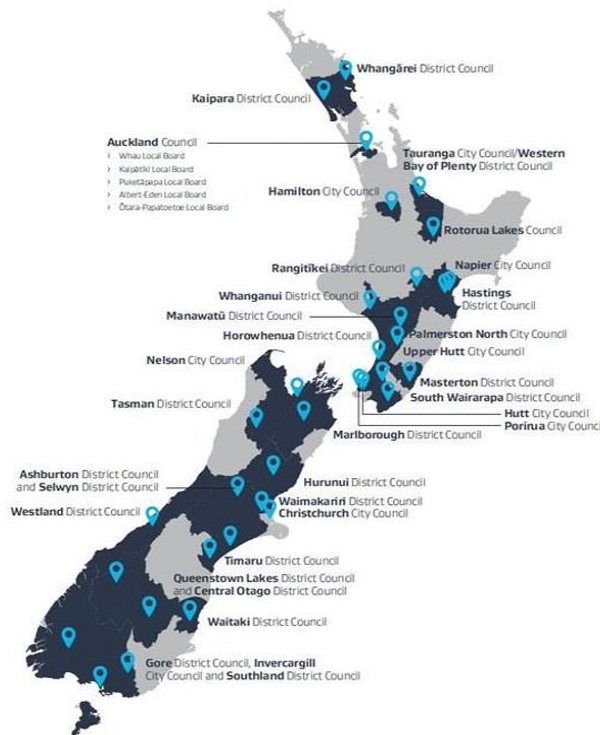
2. BACKGROUND

- 2.1 Welcoming Communities - Te Waharoa ki ngā Hapori is an Immigration New Zealand led accreditation-based initiative in which Palmerston North has been a participant since 2017. The programme is based on the premise that communities which make newcomers feel welcome are more likely to enjoy better social outcomes and stronger economic growth. Intentionally building connections means everyone feels included and knows they belong; in this environment, everyone can participate in the economic, civic, cultural and social life of the community.
- 2.2 Underpinning the programme and the accreditation framework is the national Welcoming Communities Standard, which sets out what a successful inclusive community looks like across eight key outcome areas: Inclusive Leadership, Welcoming Communications, Equitable Access, Connected and Inclusive Communities, Civic Engagement and Participation, Economic Development, Business

and Employment, Welcoming Public Spaces, and Culture and Identity. The programme is currently being rolled out across New Zealand in stages.

- 2.3 As of March 2026, 35 local councils and five local boards are working with their communities to implement Welcoming Communities programme.

Councils that are part of the Welcoming Communities Programme



- 2.4 The impact of the Welcoming Communities programme is evaluated nationally by a third party, on behalf of Immigration New Zealand. This is long-term monitoring that has spanned several years, and has involved local case studies, focus groups and broad data collection to determine how effectively the programme is achieving its aims. In March 2024, Palmerston North Welcoming Communities participated in the third and final cycle of the national evaluation of the programme. This report was published in 2025: [Expanded-welcoming-communities-programme-evaluation-report-v3.pdf](#)

Note in addition to the national evaluation programme, local monitoring also occurs via the Annual Residents’ Survey data, initiative-specific evaluation and through general community feedback gathered by the Advisory Group through their respective organisations.

- 2.5 As of December 2024, Palmerston North has progressed to Stage 3, an Advanced Welcoming Community. Palmerston North is one of the first three Councils in

Aotearoa New Zealand to have achieved this stage, alongside Tauranga City Council and Ashburton District Council.

- 2.6 There are four stages of accreditation, each with increasing levels of requirements:
- Stage 1 — a Committed Welcoming Community,
 - Stage 2 — an Established Welcoming Community,
 - Stage 3 — an Advanced Welcoming Community,
 - Stage 4 — an Excelling Welcoming Community.

Welcoming Communities accreditation assesses a council and community’s efforts to include and welcome newcomers — recent migrants, former refugees and international students. It also builds a competitive advantage to attract, support and retain newcomers by:

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

- 2.7 Achieving this significant milestone reflects the City’s continuous commitment and leadership in fostering an inclusive and welcoming environment for all newcomers.

- 2.8 The Welcoming Plan is a key component of the Welcoming Communities programme in Palmerston North. This Plan sets out shared priorities and focus areas for the next three years, providing a roadmap for achieving accreditation as an Excelling Welcoming Community. [welcoming_communities_plan.pdf](#)

3. ANNUAL UPDATE

- 3.1 The Welcoming Communities Advisory Group remains the foundation of the programme and continues to meet every six-weeks to guide and coordinate the programme’s implementation. Current membership includes:

- Central Economic Development Agency
- Citizens Advice Bureau
- Department of Internal Affairs
- English Language Partners
- Manawatū Chamber of Commerce
- Manawatū Multicultural Council
- Manawatū Refugee Resettlement Forum
- Network of Skilled Migrants Manawatū
- New Zealand Police

- Palmerston North City Council
- Red Cross
- Volunteer Central
- Think Hauora

3.2 In 2025, a range of activities, events and initiatives were planned and delivered under the Welcoming Communities programme.

3.3 **Highlights of the year have included:**

3.4 **Welcoming Communities Accreditation Celebration**

In March, Palmerston North celebrated its official recognition as a Stage 3: Advanced Welcoming Community, one of the first three Councils in the country to have achieved this stage.

Achieving this significant milestone reflects the City’s continuous commitment and leadership in fostering an inclusive and welcoming environment for all newcomers.



3.5 **Cultural Celebrations**

To deliver on ‘Connected & Inclusive Communities’ and ‘Culture & Identity’ outcome areas.

The Welcoming Communities programme provides an essential link between event organisers and ethnic communities. Strong relationships built over time between Council and multicultural communities, and facilitated between communities themselves, enable meaningful community outcomes to be achieved through events.

By embracing cultural festivities, newcomers find reassurance in their identity and establish a sense of connection and acceptance within the wider community. Sharing their cultural heritage with the wider community fosters a sense of belonging, and in

turn, the wider community gains understanding and appreciation of newcomers' culture and values, enabling them to better support and welcome them. The Palmerston North Welcoming Communities programme plays an active role in supporting and facilitating a range of cultural events, including:

- Lunar New Year
- Festival of Cultures
- Ethkick
- Festival of Colours
- Diwali Mela
- Palmy Play Fest

Attendance at these events continues to increase, reflecting their growing popularity and positive contribution to community connection and inclusion.



Lunar New Year 2025



Festival of Cultures 2025



Ethkick 2025





Festival of Colours 2025



Diwali Mela 2025



Palmy Play Fest 2025



3.6 Race Relations Day

To deliver on ‘Connected and Inclusive Communities’ outcome area.

Race Relations Day was celebrated with a chalk mural at Te Marae o Hine - The Square on Friday 21st March 2025. This event provided an opportunity to acknowledge the importance of understanding our differences and celebrating what we have in common. It also serves as a reminder that racism and discrimination have no place in our community.



Welcoming Communities, Palmerston North City Library and Manawatu Multicultural Council also collaborated to celebrate International Race Relations Day with a multilingual Open Mic Poetry Reading and a Potluck Dinner.

Hosted by Professor Leonel Alvarado, the evening brought together the City’s multicultural community to share poetry in their first language. Poems were read in more than 15 different languages, creating an inspiring celebration that showcased the richness of the city’s multilingual and multicultural community and strengthened community connections and belonging through the medium of poetry.



3.7 City Welcome Sessions

To deliver on 'Equitable Access', 'Inclusive Leadership' and 'Welcoming Communications' outcome areas.

The Palmerston North Welcoming Communities programme has a strong, well-established relationship with our Te Tiriti o Waitangi partner and mana whenua, Rangitāne o Manawatū, and this has again been demonstrated throughout 2025.

Welcoming Communities has continued to partner with Rangitāne o Manawatū to formally welcome newcomers to Palmerston North through the City Welcome – Pōwhiri sessions. Four sessions were held in 2025 and were attended by more than 450 newly arrived migrants, former refugees and international students. During the welcome sessions, newcomers have opportunities to learn about how to access services and participate in activities within the city. Attendees are provided with a [welcome-pack-2022.pdf](#) and enjoy the opportunity to connect with city leaders and service providers, as well as other newcomers, which is an effective approach in fostering a sense of belonging.



In 2025, a City Welcome Session was held for international students in the Council Chamber, bringing together nearly 100 students from nine local institutions: Massey University, UCOL, IPU New Zealand, ETC, Pathways Bible College, Awatapu College, Freyberg High School, Palmerston North Boys' High School, and Palmerston North Girls' High School.

These students are pursuing diverse academic pathways, from English language courses and secondary school qualifications to diplomas, bachelor's degrees, master's degrees, and PhD programmes. The event provided an opportunity to formally welcome these international learners to our city and acknowledge their contribution to Palmerston North's community.



3.8 **Meaningful Refugee Participation Project**

To deliver on 'Equitable Access' and 'Civic Engagement and Participation' outcome area.

The Ministry of Business, Innovation, and Employment provided funding to Council to support and develop initiatives that encourage former refugees to participate more meaningfully at a local level, with an aim of empowering them to be a part of decisions that affect their communities, promote civic participation, and build capability and capacity. This is part of a broader Government initiative to contribute to the participation outcome of the New Zealand Refugee Resettlement Strategy and New Zealand's 2023 Global Refugee Forum Pledge on Meaningful Refugee Participation.

This funding has been used to deliver the following initiatives:

3.9 **Tour of Council facilities**

A group of former refugee communities participated in a guided bus tour of Council facilities. This initiative provided an introduction to Council services and responsibilities. This initiative supports increased civic participation by helping former refugee communities feel confident to take part in local elections and make submissions.

The group visited a range of Council facilities including the Resource Recovery Centre, Central Energy Trust Wildbase Recovery, the airport and the cemetery. While on the bus, information was also shared about other Council services, including wastewater management, libraries, parks, and CET Arena. The tour concluded at the Council Chamber, where Council's Manager Governance spoke about the importance of local elections and voting.



3.10 Refugee Youth Leadership Programme

Welcoming Communities has partnered with the New Zealand National Refugee Youth Council to deliver a free leadership programme for refugee background youth aged 15-24 in Palmerston North.

The programme aims to empower young people to actively shape their communities, develop leadership and advocacy skills, and build confidence as changemakers.

This hands-on, creative programme was launched in Palmerston North in September 2025 and over the following months youth have participated in workshops, developed new skills and received mentoring to strengthen their confidence and leadership as future community changemakers.



The programme consists of three leadership levels. In January 2026, the Refugee Youth Leaders celebrated their graduation from *Level 1: Emerging Leaders- Building the Foundation*, of the Meaningful Refugee Youth Leadership Programme. This graduation provided an opportunity to recognise the commitment, learning, and contributions of the young people who participated in the programme.

The outcomes of the programme have been very positive, and it is already creating meaningful pathways for leadership and representation. One youth leader shared her story at a national level with the wider Meaningful Refugee Participation Communities of Practice. Another youth leader, who also serves on the Board of the Manawatū Refugee Resettlement Forum, has joined the Welcoming Communities Advisory Group, where she regularly shares updates, success stories, and community insights. She has also recently taken up a role with the New Zealand Red Cross as a Youth Settlement Worker, representing a strong and tangible outcome of the programme’s impact.



3.11 Community champs Leadership Programme

Welcoming Communities has also partnered with the Manawatū Multicultural Council to deliver leadership and governance training sessions for former refugee community leaders and community members. The programme was launched in November 2025. Training sessions will focus on: Advocacy skills, building networks and alliances, governance, applying for funding, people (volunteer) management and communications skills.



3.12 Welcoming Week campaign

To deliver on ‘Inclusive Leadership’, ‘Welcoming Communications’ and ‘Welcoming Public Spaces’ outcome areas.

Palmerston North celebrated International Welcoming Week — Te Wiki o Manaaki in September 2025. Welcoming Week is a time to showcase and celebrate how communities across Aotearoa New Zealand are working to be more welcoming places for all. This week provides an opportunity to celebrate welcoming values through engaging events and activities. In 2025, the following activities were held:

- Cross-Street banner displayed on Rangitikei Street



- A City Welcome Session, formally welcoming newcomers to Palmerston North



- The *Meaning of Home* art exhibition was held at Square Edge. Welcoming Communities supported Square Edge Community Arts and HOW2 to deliver fourteen weeks of free art classes for artists from migrant and former refugee communities. The artworks were expressions of what it means to find a sense of home in a new country. This initiative also provided an opportunity for the participating artists to feel confident to visit and use Square Edge spaces to create and display their work and to connect with other artists resident in or using Square Edge spaces.



- A potluck dinner organised by Manawatu Multicultural Council with Welcoming Communities and hosted by the Indonesian community.



Celebrating Welcoming Week highlights, the City’s continued commitment to be an inclusive and welcoming community, and the events and activities created many opportunities for new connections.

3.13 Business Information Session

To deliver on ‘Economic Development, Business & Employment’ outcome area.

Welcoming Communities in collaboration with the Network of Skilled Migrants Manawatū (NSMM) and Central Economic Development Agency (CEDA) hosted its first Business Information Session for multicultural communities. The aim of the session was to connect skilled migrants, entrepreneurs and innovators with the right tools, resources and support networks to help them thrive in business. It was an opportunity for our multicultural communities to learn about business support services, connect with key organisations and discover the pathways to succeed.

Participants heard from:

- Council’s City Economist: providing an overview of our city’s economy and growth opportunities.
- The Business Development Manager from Central Economic Development Agency (CEDA): outlining business support pathways and how to access them.
- The Events and Membership Manager from Manawatū Business Chamber: sharing how they help businesses build networks and grow.
- The Executive Director, Quality at UCOL, who discussed recognising overseas qualifications in New Zealand.
- The President of the Network of Skilled Migrants Manawatū: sharing their experiences connecting migrant professionals and entrepreneurs.

Approximately 40 people attended the event and were highly engaged and asked insightful questions. Feedback was positive, and participants reported having a better understanding of local business support services available and many said they connected with at least one organisation to assist their business journey. Participants have expressed interest in future sessions that would provide deeper insights and more networking opportunities.



4. NEXT STEPS

Implementation of the programme will continue in 2026. In addition to sustaining the current range of successful initiatives, focus areas will include hosting quarterly in-depth Business Information Sessions and Emergency Management training for community members.

5. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 3: He hāpori tūhonohono, he hāpori haumarū Goal 3: A connected and safe community	
The recommendations contribute to this plan: 7. Mahere tautāwhi hāpori 7. Community Support Plan The objective is: Support for-purpose organisations and communities of interest and deliver programmes to promote community wellbeing.	

<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>The Welcoming Communities programme delivers across many areas of Council’s strategic direction, and contributes to enhanced social, economic and cultural wellbeing in the community.</p>
---	---

ATTACHMENTS

Nil

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Resource Recovery Section 17A Review

PRESENTED BY: Natasha Hickmott, Acting Manager Resource Recovery

APPROVED BY: Glen O'Connor, Acting General Manager Infrastructure

RECOMMENDATION TO COUNCIL

1. That Council note a Section 17A review has determined that the current model of in-house service delivery for the Resource Recovery Activity is cost effective and agree responsibility for governance, funding and delivery continue to be exercised by Council.
-

1. ISSUE

- 1.1 Under Section 17A of the Local Government Act 2002 (LGA), Councils are required “to review the cost effectiveness of current arrangements for meeting the needs of communities within its district or region for good quality local infrastructure, local public services and performance of regulatory functions.” A review is required at least every six years.

2. BACKGROUND

- 2.1 The LGA sets out options that must be considered in a Section 17A review.

Section 17A sets out two governance and funding options that must be considered:

- (a) Responsibility for governance and funding is exercised by the Council;
- (b) Responsibility for governance and funding is delegated to a joint committee or other shared governance arrangement.

Section 17A sets out five service delivery options that must be considered:

- (a) The Council; or
- (b) A CCO owned by the Council; or
- (c) A Jointly owned CCO; or

- (d) Another local authority; or
 - (e) Another person or agency.
- 2.2 Council previously undertook a Section 17A review of the Refuse and Recycling Activity (as Resource Recovery was called then). This review was concluded in August 2017 with a Council resolution ‘That Refuse and Recycling be governed, funded and delivered by the Council.’
- 2.3 A memorandum titled Comprehensive Resource Recovery Services Review Scope (which included a Section 17A review) was presented to the Sustainability Committee in August 2024, seeking endorsement of the proposed scope for the review. The Committee requested minor amendments, which were incorporated. The final scope is included as Attachment 1 to this report.
- 2.4 Following a procurement process to engage a suitably qualified consultant, Morrison Low Advisory was appointed to undertake the review. Morrison Low’s report is included as Attachment 2 to this report.
- 2.5 This memorandum reports back to Council on the findings and recommendations of the review.
- 2.6 The review assessed how our services are currently delivered and considered alternative delivery options to ensure these meet community needs in a cost effective and sustainable way. It examined the implications of future city growth, alignment with the Waste Management and Minimisation Plan (WMMP) and Resource Recovery Plan (RRP), and compliance with Section 17A of the Local Government Act 2002. It also included an assessment of current service performance and investigated options for a potential kerbside organics collection service.
- 2.7 The review was split into three broad areas:
- Collection services (kerbside and drop-off)
 - Facilities, processing services and disposal options
 - Service delivery considerations
- 2.8 The review considered options for the future delivery of resource recovery services. These options were grouped into four categories:
- Category 1: Rubbish and Organics Collections (Options 1a – 1g in the attached Morrison Low report)
 - Category 2: Recycling Collections (Options 2a – 2d)
 - Category 3: Facilities (transfer stations, resource recovery parks and processing (Options 3a – 3e)

- Category 4: Service delivery options (Options 4a – 4k), these were grouped into Council only services (Options 4a – 4f), and options for Council and neighbouring Councils services (Options 4g – 4k)
- 2.9 A description of these options and their key features is provided in Tables 4, 5, 6 and 7 of the Morrison Low report, attached as Attachment 2.
- 2.10 Each option was assessed against a set of criteria. A scoring scale from 1 to 5 was used, where 1 represents a low level of alignment with the criteria and 5 represents a high level of alignment. Each criterion was given equal weighting, meaning no single factor was treated as more important than another in the overall scoring. The total score for each option reflects its combined performance across all criteria.
- 2.11 The assessment criteria were presented to Councillors at a workshop on 16 April 2025. A description of the criteria is provided in Table 9 of the Morrison Low report.
- 2.12 The options assessment established preferred and possible options, which then would proceed to detailed financial analysis. These preliminary results of the options assessment were presented at the workshop on 16 April 2025.
- 2.13 Prior to assessing the options, Morrison Low undertook stakeholder engagement, with the engagement plan, key messages and questions developed by Morrison Low and Council staff. Engagement occurred with a range of parties such as Councillors, private waste companies, recycling operators, neighbouring councils and community groups. A list of stakeholders is set out in Table 29 of the Morrison Low report.
- 2.14 Stakeholder common themes are summarised in Section 5.2 of the Morrison Low report. Overall, the process identified the following points:
- The in-house service delivery model is working well
 - There is a need to invest in infrastructure upgrades
 - There is a need for regional infrastructure
 - The current rubbish model isn't working effectively, with multiple collection vehicles on the road, high costs for households and high recycling contamination
 - The current kerbside recycling system is working well
- 2.15 Further assessment of the shortlisted options focused on financial analysis and included consideration of waste diversion from landfill and the impact on carbon emissions. In each category, all shortlisted options were assessed against the status quo. For comparison with the status quo, revenue and expenses for Council's resource recovery activity were based on FY2023/24 actual revenues and expenses.

- 2.16 Morrison Low undertook an assessment of the existing collection service costs against comparable council costs and modelled costs. This assessment found that Council’s rubbish bag collection service is similar in cost to both the modelled cost and the costs of comparable councils. Kerbside recycling and glass collection costs sit in the mid-range when compared with modelled costs and the costs of comparable councils. The figures are set out in Table 17 of the Morrison Low report.
- 2.17 An assessment of the existing processing costs for the Materials Recovery Facility (MRF) and Composting operations were compared against comparable council costs and modelled costs. This assessment found that Council’s MRF operational costs were approximately 23% lower than the comparable council cost and the modelled costs. Council’s composting operational costs was approximately 35% higher than the comparable council and modelled costs. Comparisons with other Council composting operations is difficult, due to the small number of comparable composting operations across the country. For example, the two other composting operations compared did not include the composting of wastewater treatment plant sludge, which can alter the composting process and subsequent costs. The comparison figures are set out in Table 23 of the Morrison Low report.
- 2.18 Overall, the review demonstrates that the delivery of Resource Recovery services is currently undertaken in a cost-effective manner. It should be noted that under the current in-house model Council retains control over managing health, safety and environmental issues, service levels, disposal of waste products, securing revenue from users of the services and facilities, and finding markets for compost products and recyclable materials.

3. NEXT STEPS



- 3.1 The review has provided Council with a range of options to inform future decisions about resource recovery services and facilities.
- 3.2 Future services for Resource Recovery will be considered by officers and options will be presented for consideration as part of the Long-Term Plan.
- 3.3 We continue to explore options for collaboration with other councils and organisations in our region.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	No
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No

Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
<p>The recommendations contribute to:</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa</p> <p>Goal 4: A sustainable and resilient city</p>	
<p>The recommendations contribute to this plan:</p> <p>12. Mahere taumanu para</p> <p>12. Resource Recovery Plan</p> <p>The objective is:</p> <ul style="list-style-type: none"> • Investigate models for kerbside waste collection service delivery. • Develop a city-wide kerbside food scraps and green waste collection service. 	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Undertaking this review provides Council with a clearer understanding of how services are currently delivered and where there may be opportunities to improve the effectiveness and efficiency of these services

ATTACHMENTS

1. Comprehensive Resource Recovery Services Review Scope [↓](#) 
2. Morrison Low Advisory Report [↓](#) 

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Climate Action Plan Engagement Analysis

PRESENTED BY: Adam Jarvis, Manager Climate Change and Sustainability

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATIONS TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

- 1. That the Committee refer the Climate Action Plan Engagement Analysis to the 2027-37 Long Term Plan development process, specifically the review of the Climate Change and Sustainability Plan.**
-

1. ISSUE

- 1.1 The Climate Change and Sustainability Plan, adopted in 2024 as part of the 2024-2034 Long Term Plan, contained an action to ‘Develop a community-focused city-wide climate action plan, including the articulation of local co-benefits and the identification of projects that may attract co-funding.’
- 1.2 The [16 October 2024 Sustainability Committee](#) received a memorandum titled ‘Proposed Scope for the Co-development of a City-wide Climate Action’, confirming a development approach that sought to canvas a ‘long-list’ of potential council actions that would subsequently be analysed and used to inform the 2027-37 LTP.
- 1.3 Between May-August 2025, an extensive series of workshops and engagement exercises were conducted, ultimately gathering 243 unique community recommendations and proposals.
- 1.4 Officers have prepared an analysis of the recommendations, considering whether the proposal is primarily related to climate adaptation or climate mitigation, and a preliminary assessment of their delivery pathway, costs, and potential climate impact to inform the preparation of the 2027-37 LTP. This analysis is provided in Attachment 1.

2. BACKGROUND

- 2.1 Officers undertook a broad engagement programme over approximately four months. This included an extended social media campaign, attendance at public events such as the Home Show, and a series of engagement workshops with Rangitāne, environmental groups, Council's community reference groups, school students, and business organisations.
- 2.2 In general, social media feedback predominantly focused on waste minimisation proposals, such as requests for soft plastic recycling and food waste collection. Those who engaged in person tended to lean more towards biodiversity and energy related suggestions.
- 2.3 A total of 243 distinct policy suggestions were received, covering both adaptation and mitigation, and in some cases unrelated to climate change (these were passed along to other units of council, where appropriate). During in-person workshops, officers worked with community members to help refine ideas. Consequently, these tended to be highly productive in informing both the potential future delivery of the activity, and, notably, future actions taken by the community groups themselves who are engaged in these issues. By contrast, suggestions received via email, suggestion boxes, and social media, often lacked this input, and thus were more often out of scope of the exercise or firmly within the remit of regional or central government.
- 2.4 Of the policy suggestions that are within PNCC's remit, many have already been implemented in whole or part, such as the suggestion to publish emission data, which is done so annually and made available via the PNCC website. Similarly, many suggestions covering existing areas of Council activity can be considered as implicit advocacy for an increase in existing levels of service, and are reflected as such in the analysis.
- 2.5 Another class of ideas were for community-led rather than council-led projects. Experience suggests such projects are much more likely to sustainably succeed when they originate and are led from within the community, and are then given Council support where needed, either following a direct request through the Long Term Plan process, or via Council's existing community grant scheme, where more concrete proposals can be assessed against competing strategic priorities within the funding envelope that Council allocates.
- 2.6 Each of the remaining policies were assessed, and, where possible, estimates are provided for a minimum delivery cost based upon the smallest discrete deliverable. For example, the suggestion that Council develop its own windfarm was assessed as requiring a minimum investment of at least \$20m in order to deliver a single 6MW turbine, though in practice any such investment would need to be significantly larger

than this in order to take advantages of economies of scale and provide an economic return.

- 2.7 Cost and carbon savings estimates were derived from similar policies/developments implemented in comparable jurisdictions, and may not reflect such factors as idiosyncratic local conditions or variation in key objectives.

3. NEXT STEPS

- 3.1 Refer the Climate Action Plan Engagement Analysis to the 2027-37 Long Term Plan development process, specifically the review of the Climate Change and Sustainability Plan.
- 3.2 Undertake deeper analysis of any policy suggestions if requested by the committee, included targeted feasibility, and refined cost and benefit estimates.
- 3.3 Consider any community-led projects through the Strategic Priority Grants process, or LTP, as appropriate.
- 3.4 Continue to deliver the climate change mitigation and adaption actions covered in the 2024-27 LTP, including the Low Carbon Fund, stormwater improvements and civil defence readiness.

4. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city	
The recommendations contribute to this plan: 10. Mahere āhuarangi hurihuri, toitūtanga 10. Climate Change and Sustainability Plan The objective is: Develop a community-focused city-wide climate action plan, including the	

articulation of local co-benefits and the identification of projects that may attract co-funding.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Forward planning potential future environmental well-being programmes.

ATTACHMENTS

1. Action Plan Policy Analysis [↓](#) 

REPORT

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Palmerston North Alcohol Control Bylaw 2015 - Section 155 Determination Report

PRESENTED BY: Stacey Solomon, Policy Analyst

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

- 1. That the Committee make the determinations required under s.155 of the Local Government Act 2002, that:**
 - a. a bylaw is the most appropriate way to address the perceived problem relating to the possession and consumption of alcohol in public places, and the bringing of alcohol into public places, in Palmerston North**
 - b. a standalone bylaw is the most appropriate form of bylaw**
 - c. a bylaw will not give rise to implications under the NZBORA**
- 2. That the Committee determine it is satisfied, as required under s. 147A of the Local Government Act 2002, that:**
 - a. the bylaw can be justified as a reasonable limitation on people’s rights and freedoms; and**
 - b. there is evidence that the area to which the bylaw is intended to apply has experienced a high level of crime or disorder that can be shown to have been caused or made worse by alcohol consumption in the area; and**
 - c. the bylaw is appropriate and proportionate in the light of that crime or disorder.**
- 3. That the Chief Executive prepare a revised Alcohol Control Bylaw for further consideration by the Committee.**

SUMMARY OF OPTIONS ANALYSIS FOR S.155 DETERMINATION FOR THE PALMERSTON NORTH ALCHOL CONTROL BYLAW 2015

Problem or Opportunity	The Palmerston North Alcohol Control Bylaw 2015 is due for review under s.159 of the Local Government Act 2002 (LGA). The Council should consider the requirements of s.147 of the LGA when making the determinations required by s.155 of the LGA to either continue, or not continue a Bylaw.
OPTION 1:	Make the determinations required by s.155 and s.147A of the LGA, and continue to have an alcohol control bylaw
Community Views	Community views have not yet been sought – this will be done through pre-engagement, and consultation.
Benefits	Having an alcohol control bylaw allows the Council to establish a liquor ban, that is enforced by the Police, in areas of the city where a high level of crime or disorder is caused or made worse by the possession and consumption of alcohol in that area.
Risks	Dissatisfaction from those in the community that prefer not to have an alcohol control bylaw or liquor ban.
Financial	There are signage costs associated with the implementation of the Bylaw. The Council is required by s.147(c) of the LGA to “erect and maintain signs indicating the existence or boundaries of areas in their districts in which a bylaw under s.147 applies”.
OPTION 2:	Not make the determinations required by s.155 of the LGA, and do not have an alcohol control bylaw
Community Views	Community views have not yet been sought – this will be done through pre-engagement, and consultation.
Benefits	There are negligible benefits associated with Option 2, other than that the bylaw making process would not continue, freeing staff and elected member time for other projects.
Risks	There is the potential for more instances of public disorder or crime, social harm, risks to the health and safety or comfort of the community generally, and damage to public property or public spaces if there is no liquor ban created under a bylaw.
Financial	There are no financial costs associated with this option.

RATIONALE FOR THE RECOMMENDATIONS

1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

- 1.1 The Palmerston North City Council (the Council) has established rules relating to the possession and consumption of alcohol in public places through the Palmerston North Alcohol Control Bylaw 2015 (the Bylaw). The Bylaw applies to a specified area within the central city at all times and is enforced by the New Zealand Police (Police).
- 1.2 The Bylaw (attachment 2) was last reviewed in 2014/2015 and is now due for review again (s.159 LGA). This report is the first step in the review process, providing information for the Council to consider, and to determine whether to continue to have a bylaw for alcohol control purposes, or not have a bylaw.
- 1.3 The Bylaw was due to be reviewed by August 2025, ten years after it was last reviewed. The review was not completed in time, and consequently the Bylaw will be automatically revoked in August 2027, if not replaced earlier.
- 1.4 We recommend that the Council continue to have a bylaw for the purposes of establishing an alcohol control area in Palmerston North (a “liquor ban”).

2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

- 2.1 The Local Government Act 2002 (LGA) empowers territorial authorities to make a bylaw that establishes rules for the possession and consumption of alcohol in specified public spaces within the territorial area (s.147(2)) LGA. While the legislation enables the Council to have a bylaw for alcohol control purposes, it does not require the Council have one.
- 2.2 The Council first adopted a Liquor Control Bylaw under the LGA in 2004, with one liquor ban area applied to Te Marae o Hine The Square, and the surrounding CBD. The review of the Bylaw in 2010 extended the ban from the ring road to include the area bounded by Featherston Street, Pascal Street, Cook Street, College Street, Victoria Avenue, and Ward Street. The 2015 review of the Bylaw continued the alcohol control area established in 2010 without change; the current alcohol control area is shown in the attached Bylaw (attachment 2).

Purpose of the Alcohol Control Bylaw

- 2.3 The Alcohol Control Bylaw establishes a liquor ban area in public places in the central city, into which alcohol cannot be brought, possessed, or consumed. The purpose of the Bylaw is to reduce the potential for public nuisance and offensive behaviour caused by people drinking and becoming intoxicated in a public place. It also promotes a safe city environment for the use and enjoyment of the public, by reducing the potential for damage to public and private property caused by people

drinking and becoming intoxicated in a public place. The Bylaw achieves this by regulating:

- the consumption of alcohol in a public place;
- the bringing of alcohol into a public place;
- the possession of alcohol in a public place;
- in conjunction with a prohibition related to the above three points, the presence or use of a vehicle in a public place (i.e: drinking in a vehicle in an alcohol control area).

2.4 As defined in the Bylaw, public places are *“any place that is open to or being used by the public, whether free or on payment of charge, and whether any owner or occupier of the place is lawfully entitled to exclude or eject any person from it; but does not include licensed premises”*¹. Public places therefore include roads, footpaths, parks and reserves, and carparks but not licensed premises like bars, cafes and restaurants.

2.5 Some licenced premises are permitted to make use of parts of the footpaths for al fresco dining, and for the purposes of the Bylaw and the alcohol control area, those parts of the footpath are treated as licensed premises.

Developing or reviewing an alcohol control bylaw

2.6 The process for developing a bylaw for the purposes of alcohol control is generally the same as for any other bylaw made or reviewed by the Council under s.155 of the LGA. The prescribed analysis in s.155 requires, before making a bylaw, that the Council determine:

- what problem is perceived to exist, the options to address that perceived problem; and if a bylaw is the most appropriate way to address that problem;
- if the bylaw is the most appropriate form of bylaw; and
- if the bylaw gives rise to any implications under the New Zealand Bill of Rights Act 1990 (NZBORA).

2.7 In addition to the determinations required under s.155, for alcohol control purposes under s.147A the Council also considers whether:

- it is satisfied that a bylaw can be justified as a reasonable limitation on people’s rights and freedoms;

¹ The definition of public place used in the Bylaw is the same as the definition described in s. 147(1)(a-b) of the LGA.

- there is evidence that the area to which the bylaw is intended to apply has experienced a high level of crime or disorder that can be shown to have been caused or made worse by alcohol consumption in the area; and
- that the bylaw is appropriate in light of that crime or disorder.

2.8 The requirements noted in 2.7 (above) impose a high evidentiary threshold to implement an alcohol ban in any area, for any period of time. Consequently, any new alcohol control areas or extension to the current alcohol control area, requires a significant level of scrutiny and evidence to justify the imposition of the control.

2.9 Attachment 1 provides analysis to support the Council in making the determinations required by s.155 and s.147A.

The perceived problem

2.10 While the consumption of alcohol in a public place is not itself a problem, the activity has the potential to create problems related to nuisance or offensive behaviour, the safety and health of the person consuming the alcohol as well as the general public, and damage to property.

3. DESCRIPTION OF OPTIONS

3.1 The Council has two main options to consider.

OPTION 1: determine that a bylaw is the most appropriate way to manage the perceived problem.

OPTION 2: not determine that a bylaw is the most appropriate way to manage the perceived problem.

4. ANALYSIS OF OPTIONS

4.1 Attachment 1 provides detailed analysis of the available options.

4.2 **OPTION 1: determine that a bylaw is the most appropriate way to manage the perceived problem.**

4.3 The first advantage of this option is that an alcohol control bylaw is a proven crime prevention tool, reducing the chances of alcohol-related harm occurring in public spaces by banning people from possessing or consuming alcohol in those public spaces.

4.4 The second advantage is that an alcohol control bylaw that creates a liquor ban empowers the Police to seize and remove alcohol from an alcohol control area, arrest people who don't comply with the Bylaw, and to issue infringement offences and penalties.

4.5 We recommend Option 1 because a Bylaw is the most appropriate tool available to the Council to discourage and minimise the adverse effects associated with alcohol consumption in public places, and to address the perceived problem.

4.6 **OPTION 2: not determine that a bylaw is the most appropriate way to manage the perceived problem.**

4.7 This option involves the Council relying on one or more reasonably practicable alternative methods available to it to manage the perceived problem. Alternative methods could include:

- reliance on Police enforcing existing legislation to address disorder and alcohol-related offending
- Council creating and installing educational messaging and signage which describes expectations for reasonable behaviour of a people in public spaces
- managing the perceived problem through initiatives and programmes like Safe City Hosts, and community groups like Red Frogs
- increased compliance monitoring under the Sale and Supply of Alcohol Act 2012 related to intoxication and underage purchasing of alcohol

4.8 However, these approaches are unlikely to be as effective or appropriate as an alcohol control bylaw. Existing legislation doesn't prohibit the possession or consumption of alcohol except via an alcohol control bylaw. While educational messaging and signage can be useful in supporting a liquor ban, on its own it is unlikely to be as effective. Place-based initiatives such as Safe City Hosts or Red Frogs can be effective in reducing overall alcohol-related harm but would not be able to require people to remove alcohol from a public place.

4.9 Option 2 is not recommended, as a Bylaw for alcohol control is considered to be a more effective way to discourage and minimise offensive behaviours resulting from the consumption of alcohol public places. However, some of the alternatives can be effective when used in conjunction with an alcohol control bylaw, such as programmes like the Safe City Hosts, or educational messaging and signage.

5. CONCLUSION

5.1 An alcohol control bylaw is the most appropriate way to regulate where people can possess and consume alcohol in public places, by creating an alcohol control area (liquor ban) that is enforced by the Police.

5.2 Therefore, we recommend that the Council determine, under s.155 LGA, that a bylaw is the most appropriate way of addressing the issues of possessing and consuming alcohol in a public place.

6. NEXT ACTIONS

6.1 If the Council determines that a Bylaw is the most appropriate way to address the perceived problem, staff will seek feedback from interested parties and partners to inform possible revisions to the Bylaw. A revised Bylaw will be presented to the committee later in the year to consider and approve for consultation.

7. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

7.1 To inform potential revisions to the Bylaw, we will undertake engagement with partners and stakeholders as well as interested and/or affected persons. This will include:



- the Police,
- health providers such as MidCentral Health and THINK Hauroa,
- Safety Advisory Board,
- PalmyBID and Manawatū Business Chamber,
- the hospitality sector.

8. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide? Delegations Manual: Clause 4.6. The Committee is delegated the responsibility to make any determination required under s155 of the Local Government Act 2002.	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council’s policies or plans?	No
The recommendations contribute to: Whāinga 3: He hapori tūhonohono, he hapori haumarū Goal 3: A connected and safe community	
The recommendations contribute to the achievement of objective/objectives in: 9. Mahere haumarū hapori, hauora hapori 9. Community Safety and Health Plan	

The objective is: Provide for and manage a liquor ban in the central city	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Many Council services support community safety and health. Our goal is for Palmerston North to be a city where everyone feels safe and is safe. This Bylaw contributes to the strategic direction by ensuring that public places are safe and accessible, free from disorder and crime which is caused or made worse by the consumption of alcohol which can lead to intoxication.

ATTACHMENTS

1. Palmerston North Alcohol Control Bylaw 2015 - s.155 Analysis [↓](#) 
2. Palmerston North Alcohol Control Bylaw 2015 [↓](#) 

COMMITTEE WORK SCHEDULE

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Committee Work Schedule - March 2026

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Community Resilience & Sustainability Committee receive its Work Schedule dated March 2026.

COMMITTEE WORK SCHEDULE – FEBRUARY 2026

	Estimated Report Date	Subject	General Manager Responsible	Current Position	Date of Instruction & Clause number
1	11 March 2026	Annual Sector Lead Report: Environment Network Manawatū	General Manager Customer & Community		<u>Term of Reference</u>
2	11 March 2026	Annual Sector Lead Report: Manawatū Multicultural Centre	General Manager Customer & Community		<u>Term of Reference</u>
3	11 March 2026	Annual Sector Lead Report: Te Pū Harakeke – Community Collective Manawatū	General Manager Customer & Community		<u>Term of Reference</u>
4	11 March 2026	Welcoming Communities – Annual Report	General Manager Customer & Community		<u>4 November 2020 Clause 43-20</u>
5	11 March 2026	Draft – community-focused – city-wide climate action plan	General Manager Strategic Planning		<u>Action #5 – 16 October 2024 Clause 34-24</u>

6	11 March 2026	Resource Recovery Services Review	General Manager Infrastructure		21 August 2024 Clause 34-24
7	29 April 2026	Draft City-wide Stormwater Strategy	General Manager Strategic Planning		Council 29 May 2024 Clause 95.7-24
8	29 April 2026	Annual update on the implementation of the accessibility programme	General Manager Infrastructure		20 March 2024 Clause 11.2-24
9	29 April 2026	Annual Sector Lead Report: Te Tihī o Ruahine Whānau Ora Alliance	General Manager Customer & Community		Terms of Reference
10	29 April 2026	Annual Sector Lead Report: MASH Trust	General Manager Customer & Community		
11	29 April 2026	Annual Sector Lead Report: Niuvaka Trust	General Manager Customer & Community		
12	20 May 2026	Bi-Annual Sustainability Report	General Manager Customer & Community	Moved at request of Chair to balance quantity of material to April meeting	
13	20 May 2026	Community Reference Groups terms of reference review	General Manager Customer & Community		Terms of Reference
14	20 May 2026	Annual Youth Wellbeing programme update	General Manager Customer & Community		Council 29 May 2024 Clause 95.2F(1)-24
15	10 June 2026	Community centres improvement project (one off) update report	General Manager Customer & Community		Community Committee 21 May 2025 Clause 14-25

16	19 August 2026	Effectiveness of Civics Education Initiatives – Annual progress report	General Manager Customer & Community		29 May 2024 Clause 95.29-24
17	19 August 2026	Vegetation Framework to include a Tree Policy focused on Council administered streets and public spaces	General Manager Strategic Planning		Committee of Council 9 June 2021 Clause 31.8
18	19 August 2026	Low Carbon Fund Allocations 2025/26	General Manager Strategic Planning		21 August 2024 Clause 24-24
19	19 August 2026	Housing Insecurity programme – 2 Year update	General Manager Customer & Community		Terms of Reference
20	19 August 2026	Food Security policy – Annual Monitoring report	General Manager Customer & Community		Terms of Reference
21	16 Sept 2026	Annual Report on Library Services	General Manager Customer & Community		24 May 2023 Clause 22-23
22	16 Sept 2026	Annual Dog Report 2025-2026	General Manager Development and Regulatory		
23	16 Sept 2026	Waste Management and Minimisation Plan 2024 – Annual Progress update for 2025/26 FY	General Manager Infrastructure		9 Sept 2020 Clause 17-20
24	16 Sept 2026	City wide Emissions Inventory 2026 Annual Report	General Manager Strategic Planning		Climate change plan ongoing action #3

25	16 Sept 2026	PNCC Organisational Emissions Inventory 2025/2026 Annual Report	General Manager Strategic Planning		Climate change plan ongoing action #1
26	21 October 2026	Annual Report – Community Funding Allocation 2025/2026 – Community and environment groups	General Manager Customer & Community		Rec 1c of the Community Grants & Events Funding Review – May 2021
27	21 October 2026	Disability Reference Group – Annual Presentation	General Manager Customer & Community		Invitation to present 4 Nov 2020 Clause 41-20
28	21 October 2026	Pasifika Reference Group – Annual Presentation	General Manager Customer & Community		Terms of Reference
29	21 October 2026	Seniors Reference Group – Annual Presentation	General Manager Customer & Community		Terms of Reference
30	17 February 2027	Soft Plastics Trial – Effectiveness and Costs	General Manager Infrastructure		Council 3 December clause 193-25
31	April 2027	Manawatū River framework – progress report	General Manager Infrastructure		26 April 2023 Clause 4-23
32	TBC 2026	Public Spaces: approval to consult on draft policy and bylaw	General Manager Strategic Planning	Workshop held on 18 February 2026	
33	As required	Manawatū-Whanganui Climate Joint Action Committee	General Manager Strategic Planning		Climate change plan ongoing
34	TBC	Summerhays Reports – Partnership Models Expressions of Interest	General Manager Infrastructure		1 May 2024 Clause 66-24 and 74-24

35	TBC 2026	Options to deliver social housing within the current Revenue and Finance Policy limit	General Manager Infrastructure /General Manager Strategic Planning		20 March 2024 Clause 10-24
36	TBC 2026	Work Programme 1: Delivery Model for Property – CCO Trust, to include Summerhays Street.	General Manager Infrastructure		Council 1 May 2024 Clause 66-24
37	TBC 2026	Progress report on social housing development at Summerhays Street	General Manager Infrastructure /General Manager Strategic		Council 1 May 2024 Clause 66-24
38	TBC 2026	Waste Management Bylaw – results of the Construction and Demolition waste diversion trial	General Manager Strategic Planning / General Manager Infrastructure		Council 3 December 2025 Clause 193-25