



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

9:00 AM, WEDNESDAY 29 APRIL 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

29 April 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 11 March 2026 Part I Public be confirmed as a true and correct record. | |
| 7. | Annual Sector Lead Report: MASH Trust | Page 13 |
| | Memorandum, presented by Martin Brady, Acting Senior Community Development Advisor. | |
| 8. | Annual Sector Lead Report: Niuvaka Trust | Page 25 |
| | Memorandum, presented by Amy Viles, Acting Manager Community Development. | |
| 9. | Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance | Page 45 |
| | Memorandum, presented by Amy Viles, Acting Manager Community Development. | |
| 10. | Bill Brown Park - Proposal to Grant an Easement on Reserve Land to Powerco | Page 63 |
| | Report, presented by Perene Green, Property Officer. | |
| 11. | Draft Stormwater Strategy | Page 69 |
| | Memorandum, presented by Hilary Webb, Planner City Planning & Jono Ferguson-Pye, Manager City Planning. | |
| 12. | Committee Work Schedule - April 2026 | Page 103 |
| 13. | Karakia Whakamutunga | |

14. 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.

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 11 March 2026, commencing at 9.01am.

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

Karakia Timatanga

Councillor Debi Marshall-Lobb opened the meeting with karakia.

Councillor Orphée Mickalad left the meeting at 9.03am

5-26 Apologies

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 5-26 above was carried 13 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, Bonnie Kuru, Debi Marshall-Lobb, Karen Naylor, William Wood and Kaydee Zabelin.

6-26 Confirmation of Minutes

Councillor Debi Marshall-Lobb asked for her apologies (for late arrival) to be recorded as apologies (on Council business) for clause 1-26.

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

1. That the minutes of the Community Resilience & Sustainability Committee meeting (as amended) of 18 February 2026 Part I Public be confirmed as a

true and correct record.

Clause 6-26 above was carried 12 votes to 0, with 1 abstention, 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, Bonnie Kuru, Karen Naylor, William Wood and Kaydee Zabelin.

Abstained:

Councillor Debi Marshall-Lobb.

Councillor Orphée Mickalad entered the meeting at 9.11am.

7-26

Annual Sector Lead Report: Environment Network Manawatū

Madz BatachEl, Chair, presented the work of Environment Network Manawatū (presentation appended to the minutes).

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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.

Clause 7-26 above was carried 14 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, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

8-26

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

Kat Nguyen, Manager, Kim Penny, Chairperson, and Justin Ngai, Programme Coordinator, presented the work of the Te Pū Harakeke – Community Collective Manawatū.

Moved Lorna Johnson, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

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.

Clause 8-26 above was carried 14 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, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

9-26

Annual Sector Lead Report: Manawatū Multicultural Council

Kanchana Seneviratne, Service Manager, Yuanindya Inggita, Events & Programme Coordinator, and Asmat, Community Connector, presented the work of Manawatū Multicultural Council.

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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.

Clause 9-26 above was carried 14 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, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

The meeting adjourned at 10.35am.

The meeting resumed at 10.55am.

10-26

Welcoming Communities Annual Report

Memorandum, presented by Amy Viles, Acting Manager Community Development. She made a presentation (appended to the minutes).

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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

Clause 10-26 above was carried 14 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, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

11-26

Resource Recovery Section 17A Review

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

Councillor Barrett moved an additional motion which listed additional services for officers to investigate and report back on.

Councillor Mark Arnott left the meeting at 11.44pm.

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RECOMMENDS**

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.

[Moved Brent Barrett, seconded William Wood]

2. That the Chief Executive progress costings and impact assessments to enable community consultation on specific resource options in the next Long Term Plan; including but not limited to organics and green waste collection, single-provider kerbside rubbish collection, and a regional resource recovery facility

Clause 11-26 above was carried 13 votes to 0, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Lorna Johnson, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lew Findlay, Hayden Fitzgerald, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

12-26

Climate Action Plan Engagement Analysis

Memorandum, presented by Adam Jarvis, Manager Climate Change and Sustainability.

Councillor Mark Arnott entered the meeting at 12.05pm.

Councillor Debi Marshall-Lobb left the meeting at 12.42pm. She was not present for the lost recommendation. She entered the meeting again at 12.50pm during consideration of clause 12-26.

Councillor Zabelin moved a motion to ensure the work to develop a community focused city wide climate action plan continues.

Moved Kaydee Zabelin, seconded Grant Smith.

The **COMMITTEE RESOLVED**

1. That the Chief Executive continue 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, to inform the Long Term Plan process.

Clause 12-26 above was carried 12 votes to 2, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Brent Barrett, Mark Arnott, Rachel Bowen, Vaughan Dennison, Lew Findlay, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Against:

Councillors Lorna Johnson and Hayden Fitzgerald.

[Moved Lorna Johnson, seconded Rachel Bowen]

Note:

On the recommendation:

- “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, and continue development of the draft Climate Action Plan, including community-led initiatives.”

The recommendation was lost 7 votes to 6.

For:

The Mayor (Grant Smith) and Councillors Brent Barrett, Bonnie Kuru, Lew Findlay, Lorna Johnson and Rachel Bowen.

Against:

Councillors Hayden Fitzgerald, Karen Naylor, Kaydee Zabelin, Mark Arnott, Orphée Mickalad, Vaughan Dennison and William Wood

13-26

Palmerston North Alcohol Control Bylaw 2015 - Section 155 Determination Report

Report, presented by Stacey Solomon, Policy Analyst.

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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.

Clause 13-26 above was carried 14 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, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

14-26 Committee Work Schedule - March 2026

Moved Lorna Johnson, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

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

Clause 14-26 above was carried 14 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, Bonnie Kuru, Debi Marshall-Lobb, Orphée Mickalad, Karen Naylor, William Wood and Kaydee Zabelin.

Karakia Whakamutunga

Councillor Debi Marshall-Lobb closed the meeting with karakia.

The meeting finished at 1.01pm.

Confirmed 29 April 2026.

Chair

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Annual Sector Lead Report: MASH Trust

PRESENTED BY: Martin Brady, Acting Senior Community Development Advisor

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: MASH Trust' presented on 29 April 2026.
-

1. ISSUE

- 1.1 MASH Trust is a new Sector Lead organisation and is delivering its first report (July – December 2025), 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 MASH Trust against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 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.'

- 2.2 In April 2025, following the Strategic Priority Grant application round for the 2025-2028 funding period, MASH Trust applied to become a Sector Lead. Staff assessed the application and as a result confirmed that MASH Trust met the six Sector Lead criteria set out in the Support and Funding Policy 2022.

2.3 On 21 May 2025, Council resolved to engage MASH Trust as a Sector Lead organisation:

‘That Council engage the following organisation through Sector Lead Partnership Agreement for the period 1 July 2025 to 30 June 2028:

a. MASH Trust’

2.4 A three-year Partnership Agreement commenced between MASH Trust and the Council in July 2025 for the period 1 July 2025 to 30 June 2028.

2.5 The Agreement stipulates that activities funded contribute to the achievement outcomes within the Council’s Goal 3: A connected and safe community.

2.6 The activities funded through this agreement align with the following outcomes:

- access to services and facilities that are inclusive and appropriate for their needs.
- the support they want to live healthy lives.
- access to safe and accessible community places.
- community social service groups and facilities that are well supported and invested in.

2.7 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 MASH Trust has been operating since 1989 and is a non-government organisation and registered charity supporting communities across the lower North Island.

3.2 MASH Trust works alongside up to 1900 tangata each year who are living with mental health challenges, disabilities, addiction, social isolation, or who require respite and community support services.

3.3 MASH Trust operates LUCK Venue in Berryman’s Lane, Palmerston North and is a place of community support and connection. MASH Trust has delivered on its activities through LUCK Venue by offering meals, essential facilities, computer access, activities and life-skills support in a safe, welcoming space for people experiencing hardship, including those without shelter.

3.4 The amount of funding MASH Trust receives through their current Sector Lead Partnership Agreement is \$55,000 per annum (plus GST). Funding will be adjusted for inflation in years two and three.

3.5 In addition to the funding mentioned above, MASH Trust receives \$100,000 per annum (plus GST) from Council for the outreach initiative as part of the Housing Insecurity Pilot Programme. An update report covering Year 2 of the pilot

programme will be presented to the Community Resilience and Sustainability Committee in August 2026.

3.6 Staff also note that there are a range of successful services and programmes delivered by MASH Trust regionally that are not funded through the agreements with Council.

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

Activity	Comment	Assessment (Not met; developing; or met)
Provide the LUCK venue - a safe and welcoming space that supports connection and inclusion for whānau, including free or low-cost meals, workshops and activities that offer opportunities for whānau to engage in new experiences, learn life skills and promote wellbeing.	MASH Trust has delivered on this outcome through the LUCK Venue, offering meals, essential facilities, computer access, activities and life-skills support in a safe, welcoming space for people experiencing hardship, including those without shelter. The high usage over the six-month period shows LUCK is an accessible and valued hub that promotes inclusion, connection and wellbeing for whānau.	Met
Provide capacity-building and support for other community organisations to develop and connect.	MASH Trust is helping build sector capacity and stronger citywide connections, while LUCK is developing a shared hub with partners including Hato Hone St John, Te Whatu Ora, Ministry of Social Development, PNCC Library and Whaioro Trust to deliver more accessible outreach clinics, workshops and wellbeing initiatives. LUCK also supports student placements, community volunteers, and a pathway for graduates of MASH’s Alcohol and Drug Recovery Programme to move into volunteering.	Met
Deliver the highest level of expertise and highest quality service.	MASH Trust demonstrates a high level of experience and service capability through LUCK and associated outreach activities which has helped more than 100 people move from cars, tents and doorways into safe, stable accommodation.	Met
Think, work, and	Through the coordination of multi-agency	Met

Activity	Comment	Assessment (Not met; developing; or met)
advocate strategically.	responses to homelessness via the LUCK Venue initiative and associated outreach activities, MASH Trust has strengthened housing pathways, improved kai security, and enhanced information-sharing to keep whānau connected to cross agency support.	
Have robust strategic and business plans in place.	MASH Trust has planning and monitoring frameworks in place to support delivery. Services are overseen through strong planning frameworks, partnership outcomes tracking, operational monitoring and continuous improvement processes.	Met

- 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 report. Performance measure data for the period 1 July 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.
- 3.10 The performance measure data provides an evidence base to support the information in the annual report.
- 3.11 Satisfaction levels from survey respondents are low for the SPG reporting period, with only 39.6% of surveyed respondents indicating satisfaction, improved life skills, greater whanaungatanga, and an increased sense of safety. MASH Trust has provided reasoning in their annual report for the low client satisfaction rates in the six-month reporting period July to December 2025; relating to the dynamic and complex nature of their work, coupled with the approach to surveying clients to date.
- 3.12 Staff would expect to see an improvement in satisfaction levels in the next two reporting periods (January to June and July to December 2026) against the successful delivery of funded agreed activities. Staff will continue to monitor performance and to support MASH Trust in adapting their approach to gathering feedback. Analysis of

performance against these measures will be provided in the next annual report in the first quarter of 2027.

- 3.13 MASH Trust have demonstrated however, strong service delivery over the reported period, with high levels of activity across client attendance, workshops, and meal provision. The organisation is meeting a significant level of community need and maintain a visible, practical presence through regular engagement and support services.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of MASH Trust for the six-month period July to December 2025.
- 4.2 Staff have assessed that MASH Trust 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.
- 4.3 The Trust collaborates with several external organisations to enable outreach clinics, workshops and wellbeing initiatives to occur at LUCK venue.
- 4.4 In addition, MASH Trust provides credible and influential advocacy on key social issues, consistently representing the interests of the community and social sector with professionalism and integrity.

5. NEXT STEPS

- 5.1 Staff will continue to support MASH Trust to deliver activities and initiatives covered by the Sector Lead Partnership Agreement.
- 5.2 MASH Trust 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
<p>The recommendations contribute to:</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumarū</p> <p>Goal 3: A connected and safe community</p>		
<p>The recommendations contribute to this plan:</p> <p>7. Mahere tautāwhi hapori</p> <p>7. Community Support Plan</p> <p>The objective is: Support for-purpose organisations and communities of interest and deliver programmes to support community wellbeing.</p>		
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. MASH Trust Annual Sector Lead Report 2025 [!\[\]\(4b42b6ee6cea697ec73d43bbd0b91e24_img.jpg\)](#) [!\[\]\(9abb3dbb84945a6ded2bcea5e38e446a_img.jpg\)](#)
2. MASH Trust Performance Measures Data 2025 [!\[\]\(f96a6739bc4ca3916a7c311d27b35f60_img.jpg\)](#) [!\[\]\(60344d266efbe908d5659a6de4783fd7_img.jpg\)](#)

Sector Leads – MASH Trust July – December 2025

Prepared by Danu Sefton

Section 1: Introduction

MASH Trust is a long-standing non-government organisation and registered charity supporting communities across the lower North Island. With more than 550 staff and volunteers, we walk alongside 1,700–1,900 tangata each year who are living with mental health challenges, disabilities, addiction, social isolation, or who require respite and community support. Our purpose—*working together to achieve great lives*—guides us to recognise the strengths, potential and dignity of every person we support.

One of our most impactful services is the LUCK Venue in Palmerston North, a mana-enhancing community hub operating for over 20 years. LUCK provides daily breakfast and low-cost lunches, kai packs, hot showers, laundry facilities, computer access, creative activities, life skills programmes, and a safe, welcoming place for some of our most marginalised community members, including those who are rough sleeping.

Through funding from PNCC and MSD, our outreach team has assisted more than 100 people to move from cars, tents, and doorways into safe, stable accommodation. Our partnerships with Te Whatu Ora, MSD, Whaioro Trust, the Library, PNCC, St John and others ensure people can access a connected network of care and are not left to navigate hardship alone.

LUCK is now progressing the development of an on-site health hub, bringing medical, mental health, and social services directly to community members who struggle to access traditional health systems.

At the heart of MASH Trust and LUCK is the belief that food, safety, connection and dignity are basic human rights. By offering practical support grounded in respect, people are given the opportunity to build confidence, restore hope and work toward greater independence.

Section 2: Contribution to PNCC Outcomes

Our activities contribute to the City Council’s Goal 3: A connected and safe community / He hapori tūhonohono, he hapori haumarū, and contribute to the following outcomes:

- Access to services and facilities that are inclusive and appropriate for their needs
- The support they want to lead healthy lives
- Access to safe and accessible community places
- Community social service groups and facilities that are well supported and invested in

As a sector lead organisation, we further contribute to Goal 3 community by demonstrating the following characteristics of a sector lead:

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

LUCK as an emerging collaborative community hub:

LUCK offers an open, safe environment where health providers, grassroots groups and social service agencies can engage directly with community members. We share space, resources and expertise with partners including St John, Te Whatu Ora, MSD, the PNCC Library, and Whaioro Trust. This enables outreach clinics, workshops, wellbeing initiatives and light-touch interventions to be delivered to people who would otherwise face significant barriers.

The venue also hosts student placements, community volunteers, and a developing model that links graduates of MASH's Alcohol and Drug Recovery Programme with ongoing volunteering opportunities, building capability across the sector and supporting sustained recovery.

Strategic leadership and innovation:

LUCK actively monitors service gaps and designs practical solutions in partnership with local agencies. Current priorities include:

- Establishing the LUCK health hub and expanding accessible clinical services
- Coordinating multi-agency responses to homelessness
- Strengthening housing pathways and navigation support
- Enhancing kai security and wellbeing initiatives
- Supporting multi-agency light-touch information sharing to ensure rough sleepers remain connected to support

Services are overseen through strong planning frameworks, partnership outcomes tracking, operational monitoring and continuous improvement processes. These foundations support our long-term vision to develop an integrated, multi-agency health and wellbeing hub at the LUCK Venue.

July – December 2025 Stats	
Attendance	5608
Breakfast	4174
Lunch	2127
Total meals	6301
Activities attended	1810
Activities offered	241 approx

Client Satisfaction Rates

Through the past six months LUCK has carried out Satisfaction Surveys of tangata. LUCK has not historically recorded strong satisfaction results. This was again the case in the six-month period between July and December 2025.

Of the 48 tangata that completed the survey, 19 responded by saying they were high satisfied or satisfied with the service (39.5%) The result is likely influenced by the complex circumstances faced by tangata, including rough sleeping, mental health challenges, lack of reading and writing and substance use issues.

Previously, satisfaction surveys were paper-based and were either completed independently by tangata or administered by staff, which presented barriers to consistent engagement and completion.

Over the next six months, the satisfaction results are expected to reflect a different number due to a different approach to gathering feedback with a focus on more accessible method.

Section 3: Challenges and opportunities ahead

LUCK continues to navigate significant challenges, many of which reflect broader pressures across the community sector. Rising housing and kai costs, combined with the emerging fuel crisis, are impacting our ability to maintain a warm, accessible environment while operating within a tight budget.

There is also uncertainty around the future of our housing security contracts. Our housing navigators play a critical role in helping high-needs community members secure safe accommodation, and the potential loss of this service would be deeply felt across the city.

Despite these pressures, there are strong opportunities ahead. The LUCK health hub is progressing well, with expanding partnerships, the potential appointment of a GP, and additional services such as immunisations and sexual health screening. These improvements will allow early intervention and help people maintain wellbeing.

A key highlight is the continued development of our AOD recovery and volunteering pathway. This model enables programme graduates to stay connected through purposeful

volunteering and supported placements, reinforcing recovery, building confidence and opening pathways to further education or community participation.

Section 4: Reflections and conclusions

Insights about the sector you work within; anything else you wish to share; reflections on the sector leadership concept; conclude.

The community, mental health and social services sector continue to operate within an environment of rising complexity. People are presenting with multiple overlapping needs, housing insecurity, addiction, trauma, mental distress, food insecurity and isolation, and these challenges are becoming more interconnected. Services are stretched, demand continues to grow, and the pace of change requires organisations to be adaptive, collaborative and grounded in strong relationships.

Despite these pressures, one of the greatest strengths of the sector is its commitment to partnership. Agencies across Palmerston North increasingly recognise that no single service can address the full breadth of need alone. Multi-agency responses, shared problem-solving, and the willingness to coordinate around individuals rather than organisational boundaries are becoming more common and more effective. This collaborative approach is essential for achieving equitable access and sustainable wellbeing outcomes.

The sector leadership model has provided a useful platform for clearer communication, stronger alignment with city-wide strategies, and more intentional planning across organisations. Acting as a sector lead has reinforced the importance of:

- Systems-level thinking: looking beyond individual services to understand the wider ecosystem, working with PNCC, the Stomach and in future, Square Edge
- Relationship stewardship: maintaining trust and shared purpose across agencies
- Capability building: supporting smaller or emerging organisations to strengthen their capacity e.g. MASH AOD clinicians supporting Youthline Counsellors with AOD issues
- Advocacy: ensuring the voices of tangata experiencing hardship are heard at a Council level

Sector leadership has also highlights the value of low-barrier, community-based hubs like the LUCK Venue, which enable multiple services to connect with people in a familiar and safe environment. These spaces play a vital role in preventing crisis, building connection, and reducing inequities created by inaccessible systems.

A key shift emerging across the sector is the movement toward strengths-based, mana-enhancing models that emphasise belonging, dignity and practical support over compliance-focused service delivery. The growing success of our AOD recovery-connected volunteering pathway is one example, demonstrating how purposeful roles, supported placements and community contribution can reinforce recovery and build long-term resilience.

The development of the LUCK health hub reflects a wider recognition that services must be flexible and mobile, meeting people where they are rather than expecting them to navigate complex systems. This shift is both necessary and promising.

Overall, the reporting period has reinforced that meaningful progress occurs when organisations work collectively, when communities are listened to, and when services are designed around real-world access needs rather than system convenience. While financial pressures, rising living costs and contract uncertainty continue to present challenges, the sector’s commitment to collaboration and innovation remains strong.

MASH Trust will continue to uphold its responsibilities as a sector lead, strengthening partnerships, advocating for equity, and supporting city-wide efforts to ensure Palmerston North is a connected, safe and inclusive community. The ongoing development of the LUCK health and wellbeing hub represents a significant opportunity to deepen impact and support tangata in ways that uphold dignity, rights and long-term wellbeing.

MASH Trust
Performance measure data for the period
1 July 2025 to 31 December 2025

Performance Measures		Jul-Dec 2025
"How much"	Total number of clients attended the LUCK services.	5608
	Total number of workshops delivered at LUCK.	241
	Total number of attendees at workshops at LUCK.	1810
	Total number of meals were provided in-house.	6301

Performance Measures		Jul-Dec 2025
"How well"	Percentage of clients who report they are Highly Satisfied or Satisfied with the services with LUCK.	39.6% (19 of 48)

Performance Measures		Jul-Dec 2025
"Better off"	Percentage of clients who report they learn new practical life skills as a result of engaging with LUCK.	39.6% (19 of 48)
	Percentage of clients who report they feel a greater sense of whanaungatanga as a result of engaging with LUCK.	39.6% (19 of 48)
	Percentage of clients who report a greater sense of safety as a result of engaging with LUCK Venue.	39.6% (19 of 48)

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Annual Sector Lead Report: Niuvaka Trust

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: Niuvaka Trust presented on 29 April 2026.'
-

1. ISSUE

- 1.1 Niuvaka Trust is a new Sector Lead organisation and is delivering its first report (July – December 2025), 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 Niuvaka Trust against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 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.'

- 2.2 In April 2025, following the Strategic Priority Grant application round for the 2025-2028 funding period, Niuvaka Trust applied to become a Sector Lead. Staff assessed the application and as a result confirmed that Niuvaka Trust met the six Sector Lead criteria set out in the Support and Funding Policy 2022.

2.3 On 25th June 2025, Council resolved to engage Niuvaka Trust through a Sector Lead Partnership Agreement for the period 1 July 2025 to 30 June 2028.

‘That Council engage the following organisation through Sector Lead Partnership Agreement for the period 1 July 2025 to 30 June 2028:

b. Niuvaka Trust’

2.4 A three-year Partnership Agreement commenced between Niuvaka Trust and the Council in July 2025 for the period 1 July 2025 to 30 June 2028.

2.5 The Partnership Agreement supports delivery of activities that contribute to improved wellbeing outcomes for Pasifika communities, while also strengthening sector capability and collaboration across Palmerston North.

2.6 Niuvaka Trust has identified three key pillars within its strategic framework: improving outcomes for Pasifika communities, strengthening organisational foundations, and ensuring future sustainability. These priorities align with Council outcomes under Whāinga 3: He hāpori haumarū Goal 3: A connected and safe community.

2.7 The activities funded through this agreement align with the following outcomes:

- access to services and facilities that are inclusive and appropriate for the needs of Pasifika communities.
- community social service groups and facilities that are well supported and invested in.

2.8 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 Niuvaka Trust is a Pasifika health and social service provider in the Manawatū, delivering a wide range of culturally grounded services and providing support for Pasifika communities. The organisation plays an important role in building capability and capacity across the social services sector, supporting organisations to better engage with Pasifika communities, and advocating for equitable access to services and improved wellbeing outcomes.

3.2 Niuvaka Trust provides leadership, cultural expertise, and community connection through its dual focus on direct service delivery and sector capability-building. This includes delivering social services programmes, navigation support, and employment pathways, alongside providing cultural guidance, training, and advisory support to other organisations. The organisation also actively participates in regional and national alliances, contributing to collective impact and strengthening the wider

social services network and bringing those insights and connections back to enhance outcomes for the local community.

- 3.3 Niuvaka Trust is funded by Council through its Sector Lead Partnership Agreement, receiving \$25,000 per annum (plus GST and adjusted for inflation in years two and three) to deliver agreed activities that enhance Pasifika community wellbeing and strengthen sector capability.
- 3.4 Additional to Council funding, Niuvaka Trust receives multiple and diverse sources of income and funding. Niuvaka Trust works towards meeting several different investment outcomes through its activities, the majority of which are not funded by Council.
- 3.5 As a Sector Lead organisation, Niuvaka Trust provides cultural expertise, capacity-building, and advocacy across the social services sector. This includes supporting organisations to better engage with Pasifika communities, facilitating connections, and contributing to improved equity of access and service responsiveness.
- 3.6 While the Sector Lead Agreement focuses on Palmerston North, Niuvaka Trust operates across the wider region, with impacts extending beyond the city and contributing to wider community wellbeing outcomes.

3.7 Table 1: Assessment of agreed activities

Activity	Comment	Assessment (Not met; developing; or met)
Deliver a range of social services programmes, workshops and support to enhance Pasifika community wellbeing	Niuvaka Trust delivers a range of culturally grounded programmes, including digital literacy, financial capability, employment readiness, and health and wellbeing initiatives. The organisation provides wraparound support, including ongoing pastoral care and navigation services, contributing to sustained wellbeing outcomes.	Met
Deliver the Pasifika Cultural Centred Training Programme to support other organisations to grow their knowledge of Pasifika cultures and communities	Niuvaka Trust delivered three training workshops to six organisations, reaching 87 participants, with high reported satisfaction and increased confidence to engage with Pasifika communities. The programme was revised to a two-day format to allow for more in-depth delivery, and there has been ongoing interest in future training.	Met
Providing capacity-building and support for other community organisations to develop	Niuvaka Trust provided cultural advisory support and delivered training that builds capability across the local sector, alongside facilitating connections through participation in regional	Met

and connect	networks and forums with knowledge and relationships leveraged to support improved outcomes at a local community level.	
Delivering the highest level of expertise and highest quality service	Staff acknowledge that while Niuvaka Trust is well-organised and delivers important services, satisfaction levels vary across groups. Service delivery outcomes indicate that organisations reported high satisfaction while community participants reported lower satisfaction (45.76%). Staff will continue to support Niuvaka Trust to support improvements in participant satisfaction.	Developing
Thinking, working and advocating strategically	Niuvaka Trust actively participates in a wide range of sector groups and contributes to policy and consultation processes, ensuring Pasifika perspectives are represented.	Met
Having robust strategic and business plans in place	The organisation has clear strategic direction and is currently undertaking a strategy and business plan refresh, alongside governance development to strengthen capability. While this indicates a proactive approach, the effectiveness of these refreshed plans is yet to be demonstrated through measurable outcomes.	Developing

- 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 July 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.
- 3.10 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 Niuvaka Trust for 2025.
- 4.2 Staff have assessed that Niuvaka Trust is performing well against its agreed activities. The organisation is delivering on its strategic direction through a combination of direct service delivery and sector leadership, addressing immediate community needs while contributing to longer-term outcomes for Pasifika communities. Niuvaka Trust remains aligned to its core purpose and values, while continuing to strengthen its capability, partnerships, and approach to achieving improved wellbeing outcomes for the wider community.

5. NEXT STEPS



- 5.1 Staff will continue to support Niuvaka Trust to deliver the wide-ranging activities and initiatives covered by the Sector Lead Patronship Agreement.
- 5.2 Niuvaka Trust 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?	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 this plan: 7. Mahere tautāwhi hapori 7. Community Support Plan The objective is: Support for-purpose organisations and communities of interest and deliver programmes to support community wellbeing.	

<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>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.</p>
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ATTACHMENTS

1. Niuvaka Annual Report to PNCC April 2026 [↓](#) 
2. Niuvaka Trust Performance Measure Data July - Dec 2025 [↓](#) 



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NIUVAKA TRUST SECTOR LEAD REPORT

JULY – DECEMBER 2025

SECTION 1: INTRODUCTION




Our Vision is for Tagata Pasifika to be Thriving, Connected and Resilient and our Purpose is to support Tagata Pasifika for the Realisation of their Aspirations. We achieve our vision and purpose through our Mission of Partnering to build Capacity and Capability of Pasifika Communities. Niuvaka Trust is a Pasifika charitable health and social service provider with our office based in Palmerston North and our geographical coverage area across the Tararua and Ruahine regions.

We deliver a range of health, navigation, training, employment and social services, supporting Pacific peoples to navigate equitable access to services and connect them to the appropriate support to achieve better outcomes.

Niuvaka wants to cultivate a culture of positive change and transformation for Pasifika communities in our region not only through the delivery of our services, through providing opportunities for community participation in projects and initiatives but also through providing sector leadership.

OUR STRATEGIC PILLARS

Niuvaka Trust have three Strategic Pillars to support the achievement of our Vision:

STRATEGIC PILLARS		
Improve Outcomes for Pasifika Communities	Strengthen our Organisational Foundations & Develop our Team	Future Sustainability
1. Support Tagata Pasifika to identify & achieve health & wellbeing aspirations	5. Invest in organisational growth & development	9. Explore innovation, partnership & collaboration prospects
2. Strengthen identity, capability & cultural wellbeing of Tagata Pasifika	6. Strengthen service delivery	10. Prioritise opportunities that secure long-term organisational sustainability
3. Build capability of Tagata Pasifika to strengthen economic wellbeing	7. Provide professional development opportunities for continued growth	11. Develop succession plans for leadership, management & Board
4. Services are community-led & designed	8. Nurture staff wellbeing & team culture	
STRATEGIC PRIORITIES		
Cultural Wellbeing	Health & Wellbeing	Economic Wellbeing
 CULTURAL IDENTITY	 WELLBEING	 PROSPERITY

NIUVAKA TRUST'S KEY SERVICES

Health Services	Social Services
<ul style="list-style-type: none"> • Pasifika Mobile Outreach • Screening & Immunisations • Pasifika Community Clinical Nursing • Pasifika Mātanga Oranga – Smoking Cessation Support • Pasifika Health Navigation 	<ul style="list-style-type: none"> • Pasifika Whānau Ora Navigation • Alo Vaka Pasifika Employment & Training Hub • Community Garden & Kai Support

SECTION 2: CONTRIBUTION TO PNCC OUTCOMES & AGREED ACTIVITIES

Niuvaka Trust’s programmes and activities continue to support Palmerston North City Council’s strategic priorities, particularly:

- Whāinga 3: He Hapori Haumarū
- Goal 3: A Connected and Safe Community

Niuvaka Trust continues to focus on the following priority areas:

- Outcome 1: Access to services and facilities that are inclusive and appropriate for their needs
- Outcome 7: Community social service groups and facilities that are well supported and invested in

This report covers the period 1 July – 31 December 2025 as our contract started from 1 July 2025, and is structured under the agreed activities set out in Schedule 1 of Niuvaka Trust’s Sector Lead Partnership Agreement with Palmerston North City Council.

2.1 Maintain Strategic Leadership Role Within the Sector

As a Sector Lead organisation, Niuvaka Trust’s activities funded through our Partnership Agreement align with and contribute to these outcomes and strongly advocate in strategic spaces, ensuring the sector and network have the needs and interests of Pasifika communities at the forefront of decision making to support the achievement of Pasifika aspirations.

Our role as a Sector Lead is to also build the cultural capability of organisations across the sector as we are regularly called upon to support organisations seeking to build relationships with Pasifika communities, to improve equity, access, and engagement. Our focus on enhancing cultural capability is both strategic and essential. We provide cultural guidance, host community talanoa to foster trust between service providers and Pasifika communities, and support organisations to align their practices with inclusive, culturally grounded Pacific approaches.

As a Sector Lead we contribute to the Social Service Sector by continuing to demonstrate the characteristics including:

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

Niuvaka Trust demonstrates our strategic leadership through thinking, working and advocating in many ways by being a member of the following groups and Alliances:

- Ora Konnect Alliance
- Whānau Ora Strategic Innovation Development Group
- Pasifika Hub Steering Group
- Highbury Community Leadership Group
- Housing First Steering Group
- Te Pū Harakeke Managers Forum
- Manawatū Food Action Network
- Central Region Pacific Provider Fono
- Ora Konnect Kai Security Squad
- Ora Konnect Housing Squad
- Ora Konnect Hauora Squad
- Te Ohu Auahi Mutunga Governance
- Le Tautua Pacific Leadership Programme
- PNCC Sector Leads

- Manawatū Business Chambers
- Tātou Collective National & Regional Engagement Fono

Niuvaka Trust is appreciative of the various partners and funders that provide funding to enable us to support Pasifika communities and are grateful for the many valued local operational and strategic relationships where we share a collective vision of a Pasifika community that is thriving, connected, and resilient.



We also engage with Council through presenting on submissions in Chambers, providing input to Policy reviews and the ‘What Really Matters 2026’ consultation document to ensure Pacific voices are heard and advocacy occurs at all levels across the sector.

Given the priorities of the current Government and ongoing challenges of Pasifika communities, during the reported period, the Niuvaka Trust Board and Senior Leadership Team invested a significant amount of time in reviewing and refreshing our Strategy and undertaking Pacific Governance training with Caren Rangī ONZM and Mele Wendt MNZM. Caren Rangī has been providing ongoing support to Niuvaka to ensure our Strategy and governance processes are still fit for purpose and in alignment with the needs of Pasifika communities. We are currently also refreshing our Business Plan to ensure it aligns with our revised Strategy and with a stronger focus on future sustainability moving forward.



Operations at Niuvaka Trust are largely guided through our refreshed strategy and funding for initiatives is applied for on a bid/no-bid process to ensure that:

- The organisation has the capacity and capability to deliver outcomes exceptionally well
- The funding streams applied for together with proposed initiative delivery align to our mission, vision, and strategy
- The initiatives we deliver make a tangible difference to Pasifika communities and have measurable impact on the ground
- The approach taken to deliver our services allows for the agility to pivot where necessary and take advantage of potential secondary opportunities through co-fund approaches, collaboration, partnering, establishing new stakeholder relationships and engagements, or building on existing relationships to achieve desirable strategic outcomes.

2.2 Deliver the Pasifika Cultural Centred Training Programmes to support other organisations to grow their knowledge of Pasifika cultures and communities

During the reported period Niuvaka Trust delivered three Pasifika Cultural Centred Training workshops, two of which were delivered to specific organisations and one generic training where participants were from various sectors. This training programme is designed to deepen understanding of Pasifika values, worldviews, and the diversity across Pacific nations. It equips organisations with practical tools to deliver culturally safe and responsive services. Earlier in 2025, we had delivered a 1-day training and found there was a lot of content to cover so we re-designed the training to be delivered across two full days to allow for more in-depth discussions and embedding the learnings.

Feedback was overwhelmingly positive from these three workshops where some participants were emotional, and noted the content was so gripping that they in fact wanted more depth to the subject content and to explore further in depth the impacts of the Dawn Raids and slavery in Fiji more extensively.

The two-day workshop was an emotionally charged training, bringing participants to tears, laughter, and encouraged deep thoughts, reflections, and contemplations about the issues highlighted during the two days. Most importantly, the participants walked away from the two-day workshop more equipped to engage with Pasifika peoples through a Pasifika lens and an understanding of how to enrich their engagements through understanding of the values, ethics, protocols, and rich history of Pacific cultures.

Since the initial trainings, we have had multiple requests to deliver the training to entire staff groups within organisations, and these are planned for in the next six months up to June 2026.

Feedback from participants includes:

“I am now able to understand how to welcome & connect with the Pacific people”

“Understanding fundamental concepts of what it means to be Polynesian will help exceptionally in engagements”



“I see this across many cultures and struggled in past experiences making connections. Knowing and understanding challenges of Tagata Pasifika will support future engagements”

“Having quite a sheltered upbringing this korero open my eyes to the not so great experiences Pasifika have had”

2.3 Deliver a range of social service programmes, workshops and support to enhance Pasifika community wellbeing

Niuvaka delivers services and programmes that focus on Pasifika cultural values, practices and protocols ensuring we provide an inclusive and welcoming environment. We provide community initiatives removing barriers to participation and giving opportunities for Pasifika communities to connect and enhance community wellbeing.

Below outlines the various social service programmes and workshops Niuvaka Trust provides:

- Ola Lagi Digital Literacy workshops
- Kia Tere ki Mua Good Cents Financial Literacy workshops
- Mo tu vakarau ena cakacaka Work Ready workshops (CV writing, Job Interview Skills and Job Obligations)
- Ako Laisene Drivers Licence training (formally Te Ara Tika)
- Traditional Pacific Games
- Poly Paddles
- Pasifika Home Gardening Initiative





“The Poly Paddles programme is such a treasure for our Māori/Pasifika communities. Providing opportunities for children to learn core skills around water safety and swimming while also covering the costs which can be a barrier with lessons being very expensive. The team are welcoming, professional and they go above and beyond to make children, parents and other members of the family feel included. The gift bags and certificates are a lovely touch”.



“This home gardening initiative has been incredibly beneficial for our family. It has provided fresh organic produce, which has improved our overall health and reduced our grocery expenses, it has also become a wonderful family activity allowing us to spend quality time together and teaching our daughter valuable lessons about nature and responsibility”



The picture above is from the Ola Lagi Digital Literacy workshop, many participants that attend and complete Niuvaka's workshops and trainings as well as the graduations, is very significant as often it's the first certificate and graduation they have attended through their life so we make a point of celebrating the success with the participants.

Ola Lelei Training & Employment Hub

Participant Case Study

A participant who connected with Niuvaka through her mother who was already part of the Ola Lelei programme enrolled with us in search of employment. She lived with her mother who was a single parent raising five children. The family depend mainly on the benefits, and the participant felt a stronger sense of responsibility to help her mother, at the same time, she was looking for opportunities to develop independence and a plan for her future. She was initially reserved, soft-spoken and cautious in her early engagement with the team. Her limited English made it hard for her to express her needs, but with the help of her mother, she showed a willingness to try. She committed to having Faufautua one-to-one sessions with the Ola Lelei team and began with creating a CV, creating a SEEK account and applying for jobs. The sessions progressed week by week as she started to understand the safe space where she developed confidence to share her goals and aspirations for the future. She was appreciative of these opportunities and the flexibility as most of the plans with her were always to the best interest of herself and her family.

During the Faufautua sessions, she was always reminded of the various trainings and workshop plans that are part of the programme and she willingly participated in the following trainings;

- Mo tu vakarau ena cakacaka workshop – she attended the 4-weeks training which included the CV writing, preparing for an interview and job obligation workshops.
- Ola Lagi workshop – she attended the 4-weeks training and graduated with new digital knowledge, skills and a device to take back home and continue the learning and use.
- Kia tere ki mua workshop – she was also part of this workshop where she acquired knowledge and skills of financial literacy.

The participant was sure that she was willing to work at the Meat Industry and the team assisted her with the online applications. She was called for an interview at Ovation NZ in Feilding and with the help of her mother, she was able to finish the induction process and has been working at Ovation since August 2025.

When she was contacted if she was still interested in the upskilling workshops, she continued to attend. She shared stories of the impacts of her work at home which was relieving to hear. She also shared the experience of working at night, the new skills that she learned at work and shared how she managed her time so that she is always available for work when she needs to be.

Broader impacts

Overtime, she shifted from being quiet and reserved to being confident to engage with all the members of the team and contributing more to conversations. She started to ask questions and share her thoughts.

She shared excitement with the team after receiving her first pay and this moment was significant. It was not because of the payment, but because of what it represented for her. It was a clear sign of progress from someone who initially struggled with language and self-expression to choosing to openly share her achievements.

On-going support

Even though she has found employment, she is still part of the Ola Lelei family. The team still contacts her even after employment to check on her and provide any post-employment pastoral care as needed.

Pasifika Whānau Ora Navigation Service

In addition to the above programmes and workshops, Niuvaka Trust are also now the only Pasifika Whānau Ora Navigation service in the region commissioned through Tātou Collective. The purpose of this service is to support Pasifika whānau with high needs to achieve wellbeing, self-determination, goals and aspirations using strengths-based approaches to a space of transformation. The Pasifika Whānau Ora Navigators walk alongside whānau, helping them assess their needs, develop a plan, respond to crises, manage risk and access the right services and opportunities to achieve their goals.

Pasifika Health Services

Niuvaka also provide the following services within our health space:

- Free weekly health clinics
- Blood pressure checks
- Immunisations
- Screening
- Health assessments
- Maternal and child support
- Smoking cessation quit smoking support
- Health navigation services
- 8-week Ola Fiafia Health & Wellbeing Journey which is a programme focussing on covering movement, long-term condition management, nutrition, health promotion and information sharing



MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

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

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: Te Tihi Ruahine o Whānau Ora Alliance' presented on 29 April 2026.
-

1. ISSUE

- 1.1 Te Tihi Ruahine o Whānau Ora Alliance (Te Tihi) 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 Tihi against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Te Tihi (on behalf of Ora Kōnnect) and the Council in July 2022 for the period 1 July 2022 to 30 June 2025.

- 2.4 Council had initially provided Sector Lead funding as a contribution to the delivery of Ora Konnect through the first 3-year funding term of the sector lead model. Te Tihi received this funding on behalf of the Ora Konnect partner alliance. However, it was signalled to Council towards the end of the initial funding round that staff intended to evaluate the alignment of the funding relationship (in partnership with Te Tihi and Ora Konnect partners) going forward.
- 2.5 In September 2024, staff completed this evaluation and determined that while continued Council partnership within Ora Konnect and grant funding was supported, it was Te Tihi o Ruahine Whānau Ora Alliance that aligned with the six criteria of Sector Leadership (as outlined in the Support & Funding Policy 2022) and that Council would shift to fund Te Tihi as a Sector Lead and Ora Konnect as the initiative Te Tihi were funded to deliver.

3. REPORT ANALYSIS

- 3.1 Te Tihi o Ruahine Whānau Ora Alliance is a Charitable Trust and receives Sector Lead funding from Council to provide the ‘container of change’ (project management backbone) support for Ora Konnect. Ora Konnect is a Whānau Ora Collective Impact alliance made up of a range of partners (including local for purpose social services in the 4412 and government agencies). Te Tihi are a partner within the Ora Konnect collective, as are Council.
- 3.2 Te Tihi was established in 2013 and is an alliance comprised of 9 Hapū, Iwi and Iwi Māori organisations. Te Tihi provide project management, process development, data analysis, and capability and capacity building support within a Whānau Ora framework.
- 3.3 A three-year Partnership Agreement commenced between Te Tihi Ruahine o Whānau Ora Alliance 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 Whāinga 3: He hapori tūhonohono, he hapori haumaruru 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
 - the support they want to live healthy lives
 - access to services and facilities that are inclusive and appropriate for their needs
 - opportunities to contribute to the design of our community
- 3.5 Additional to Council funding, Te Tihi receives multiple and diverse sources of income and funding. Te Tihi works towards meeting several different investment outcomes through its activities, the majority of which are not funded by Council.

- 3.6 While the Sector Lead Agreement specifically covers initiatives that focus on the city of Palmerston North, staff acknowledge that the work of Te Tihi has far broader impacts on the wider Manawatū Region. Te Tihi provide sector leadership in both a citywide and regional capacity.
- 3.7 Te Tihi receives \$50,000 from the Strategic Priority Grant per annum, as a contribution towards providing project management for Ora Konnect and \$30,000 from the Community-led Initiatives Fund for the Ora Konnect *He Ao Tōmua He Iwi Tōnui* 4412 data profile project. The total amount of funding Te Tihi receives through their current Sector Lead Partnership Agreement is \$80,000 per annum (plus GST and adjusted for inflation in years two and three).
- 3.8 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.
- 3.9 **Table 1: Assessment of agreed activities**

Activity	Comment	Assessment (Not met; developing; or met)
Provide container of change support to the Ora Konnect Alliance delivering community-led initiatives in the 4412 using a Whānau Ora collective impact framework	Te Tihi effectively fulfils a backbone role by stabilising and strengthening the ‘Container for Change’, including establishing governance for Ora Konnect, project management processes, and shared ways of working. Delivery of Collective Impact training and ongoing coordination across squads has enabled consistent, whānau-centred implementation. This has supported the Alliance to operate cohesively and maintain momentum across multiple community-led initiatives.	Met
Develop a 4412 Data Profile that includes whānau experiences and aspirations by integrating both population data and whānau voice to inform the development of support for whānau in the 4412	Te Tihi has delivered a significant data innovation by combining extensive community engagement (600+ participants) with detailed, interactive population-level dashboards. This dual approach ensures future planning for Ora Konnect is grounded in both lived experience and empirical evidence. While currently not fully integrated, there is a clear and intentional pathway to align these datasets to enhance impact and system-level insight. The intended outcomes for year one have been met, an implementation plan for years 2 and 3 of the funding period are in development.	Met
Sector Leadership Activities		

Activity	Comment	Assessment (Not met; developing; or met)
Provide capacity-building and support for other community organisations to develop and connect.	Te Tihi demonstrates strong sector leadership through structured capability-building, including delivery of Collective Impact 3.0 training and provision of ‘Container of Change’ support to partners. Te Tihi has a foundational plan to enable organisations to integrate whānau voice and data insights (through <i>He Ao Tōmua</i> , <i>He Iwi Tōnui</i>) into planning, strengthening alignment and collaboration across the Ora Konnect Alliance. This reflects a deliberate investment in sustainable sector capability and connectedness.	Met
Deliver the highest level of expertise and highest quality service.	High-quality outputs such as the <i>He Ao Tōmua</i> , <i>He Iwi Tōnui</i> report, dynamic 4412 Data Dashboards, and a co-designed Programme of Action demonstrate a strong level of technical, analytical and facilitation expertise. Service delivery is further evidenced through impactful, community-led initiatives (e.g. health access pilots and kai sovereignty projects), indicating a balance of strategic insight and practical implementation. Overall, outputs for Ora Konnect are innovative, evidence-based and culturally grounded.	Met
Think, work, and advocate strategically.	Te Tihi demonstrates clear strategic maturity by integrating qualitative (whānau voice) and quantitative (population data) evidence to inform priorities and advocacy (e.g. aspirations for the Farnham Park revitalisation). Identification of High Leverage Activity areas and alignment to Whānau Ora outcomes demonstrates a systems-level approach to change. Strategic advocacy is strengthened by a robust evidence base and cross-sector alignment.	Met
Have robust strategic and business plans in place.	Governance and operational systems have been strengthened, including clearer project management structures, defined roles, and alignment of all activities to the Ora Konnect 2026–2028 Programme of Action. The embedding of Collective Impact principles provides a consistent	Met

Activity	Comment	Assessment (Not met; developing; or met)
	planning and accountability framework across partners. While systems are robust, ongoing reliance on sustained funding presents an ongoing risk to continuity.	

3.10 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.

3.11 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.

3.12 The current reporting period demonstrates stability in the number of partners in the Ora Konnect alliance and a high level of satisfaction by partner organisations in the work of Ora Konnect, which is testament to the community outcomes the alliance is delivering. It is important to note, while Council and Te Tihi are partners in Ora Konnect, neither partner participates in the survey to maintain the integrity of the data collection.

3.13 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 Tihi o Ruahine Whānau Ora Alliance for 2025.

4.2 The organisation demonstrates a high level of performance as a sector lead, characterised by strong strategic alignment, effective backbone support of Ora Konnect and a clear commitment to whānau-centred, evidence-informed practice. Their ability to integrate community voice with robust data insights represents a significant strength, enabling more targeted, equitable and locally relevant decision-making. The delivery of high-quality outputs, combined with tangible community-level initiatives, reflects both technical expertise and practical impact.

4.3 However, the sustainability of this performance within the Ora Kōnnect framework is also contingent on the continued investment in backbone infrastructure and workforce capacity of Ora Kōnnect alliance partners. While governance, planning frameworks and collaborative systems are well established, increasing demand and resource constraints present risks to maintaining momentum. Overall, Te Tihi is well-positioned to deliver long-term, system-level outcomes in the 4412, with a strong foundation for continued impact subject to stable resourcing and ongoing capability development across the Ora Kōnnect Alliance.

5. NEXT STEPS

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



5.2 Te Tihi 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?	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 this plan:	
7. Mahere tautāwhi hapori	
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	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 well-being	and cultural wellbeing of the community.
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ATTACHMENTS

1. Te Tihi Annual Sector Lead Report Jan - Dec 2025 [↓](#) 
2. Te Tihi Performance Measure Data Jan - Dec 2025 [↓](#) 

REPORT

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Bill Brown Park - Proposal to Grant an Easement on Reserve Land to Powerco

PRESENTED BY: Perene Green, Property Officer

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

RECOMMENDATIONS TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee approve public notification of its intention to grant an easement at Bill Brown Park, Havelock Avenue, Palmerston North to Powerco to convey electricity, in accordance with Section 48 of the Reserves Act 1977.
2. That the Committee note that the land area affected by the easement for Powerco is described as Lot 1 DP 40097

SUMMARY OF OPTIONS ANALYSIS FOR

<p>Problem or Opportunity</p>	<p>The existing infrastructure servicing the Pasifika Community Centre is insufficient to support the planned site developments. The proposed electrical upgrades are designed to meet the needs of the new Pasifika Community Hub and will also future proof the site for the Kia Toa Club Room development.</p> <p>The Reserves Act requires that any utility services located on reserve land be covered by an easement.</p> <p>This report seeks Council approval to begin this process by notifying the public of Council's intention to grant an easement in accordance with Section 48 of the Reserves Act 1977.</p>
<p>OPTION 1:</p>	<p>Notify the public of Council's intention to approve the proposal to grant an easement to Powerco at Bill Brown Park, in accordance with Section 48 of the Reserves Act 1977</p>
<p>Community Views</p>	<p>Community views on the easement will be sought during the public notification period.</p> <p>Note: Council consulted on the Pasifika Community Hub proposal as</p>

	part of the Long-Term Plan (LTP) and the Kia Toa lease in April 2025.
Benefits	<p>Registering an easement is considered good governance.</p> <p>Upgraded electrical infrastructure will ensure a stable and reliable power supply to the Pasifika Community Hub and the Kia Toa Clubrooms, supporting the efficient operation of all services and amenities.</p>
Risks	<p>Council may be criticised for allowing the transformer and associated services to be installed on a recreation reserve as opposed to in the road reserve however, this risk is low as the upgrade is needed for development in the recreation reserve and there is no feasible location in the road reserve.</p> <p>The larger transformer may have a visual impact on the site; however, this will be mitigated by appropriate planting and landscaping.</p>
Financial	<p>The initial installation of the transformer will be funded by as part of Programme 2440- Community Centres – Pasifika Centre Hub which has a total budget of \$3.879million. The proposed hub is dependent on a new transformer to provide adequate supply.</p> <p>Powerco has agreed to contribute \$130,789.00 (plus GST) towards the capital cost of the transformer.</p> <p>The remaining cost of \$47,317.00 (plus GST) will be shared equally between Council and the Kia Toa Rugby Football Club.</p> <p>Council’s contribution is therefore \$23,658.50 (plus GST), representing approximately 13.3% of the total project cost of \$178,106.00 (plus GST).</p>
OPTION 2:	Decline the proposal to grant an easement to Powerco at Bill Brown Park
Community Views	Community views will not be sought.
Benefits	No changes to the site, however, Officers consider this as a minor benefit.
Risks	Without a suitable transformer, the Pasifika project faces significant risks to functionality, safety, financial viability, and long-term success. Investing in the right transformer upfront ensures the development can meet both current and future needs reliably.
Financial	Although there are no immediate financial implications, failure to proceed would have a significant adverse effect on the delivery of the proposed Pasifika Community Hub.

RATIONALE FOR THE RECOMMENDATIONS

1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

- 1.1 It has been identified during the planning phase of Programme 2440 – Community Centre: Pasifika Centre Hub – that the existing electrical services are insufficient to meet the requirements of the project scope.
- 1.2 Once the transformer has been installed, the associated infrastructure and easement will be vested in and registered to Powerco, who will assume responsibility and ownership.
- 1.3 This report seeks Council approval to notify the public of Council’s intention to grant an easement, in accordance with Section 48 of the Reserves Act 1977.

2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

- 2.1 The construction phase of the project is scheduled to be completed December 2026.
- 2.2 The current electrical infrastructure is in the road reserve. Council officers explored locating the new infrastructure in the road reserve to avoid impacting the reserve, but this was not unfeasible due to space constraints.
- 2.3 Council officers, in consultation with Kia Toa Rugby Football Club and Powerco, have identified and agreed on a preferred location for the transformer within Bill Brown Park. The agreed location balances servicing requirements for surrounding developments while minimising operational, visual, and community impacts on the reserve.
- 2.4 An aerial view of the transformer location within Bill Brown Park is provided in Figure 1. Figure 2 provides a concept image of how the transformer is expected to appear once installed.
- 2.5 The required easement area for the transformer installation is approximately 24m², subject to final survey. It should be noted that this area includes a concrete slab; the transformer unit itself will occupy only part of the easement.
- 2.6 The agreed location enables the transformer to service the Pasifika Community Hub development while also supporting the electrical infrastructure requirements of the surrounding area. Kia Toa Rugby Football Club has been involved throughout the planning process.



Figure 1: Aerial of proposed site



Figure 2: Visual concept proposed site

2.7 Consultation feedback and a decision to grant an easement on reserve land will be brought to Council in a subsequent report.

3. DESCRIPTION OF OPTIONS

3.1 The legal description of the land to be subject to the easement and historic summary comments of this land are below:

Title	Reserve Status	Comment
Lot 1 DP 40097	Recreation Reserve	Subject to the Reserves Act 1977.

		Zoned Recreation Reserve
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4. ANALYSIS OF OPTIONS

Notify the public of Council’s intention to approve the proposal to grant an easement to Powerco at Bill Brown Park, in accordance with Section 48 of the Reserves act 1977

- 4.1 Option 1 involves Council beginning the easement process by notifying the public of the Council’s intention to grant an easement following the process set out in Section 48 of the Reserves Act 1977.
- 4.2 After the public consultation has concluded, submissions will be brought back to Council for consideration.
- 4.3 A Council resolution accepting the easement proposal would be required before an easement could be registered to Powerco.
- 4.4 **Decline the proposal to grant an easement to Powerco at Bill Brown Park**
- 4.5 While the area would remain unchanged, the associated risks significantly outweigh this minor benefit.
- 4.6 The proposed easement supports the installation of electrical infrastructure required for the development of the Pasifika Community Hub, a key community project. Without the easement, the transformer cannot be installed, which may result in project delays or require significant redesign. This could jeopardise the delivery timeline and effectiveness of this important community facility.

5. CONCLUSION

- 5.1 It is recommended that Council proceeds with Option 1 — to publicly notify its intention to grant an easement to Powerco over a portion of Bill Brown Park, in accordance with Section 48 of the Reserves Act 1977.
- 5.2 Proceeding with public notification allows Council to move forward responsibly, balancing infrastructure needs with Council’s obligation to protect and manage public reserve land in the public interest.

6. NEXT ACTIONS

- 6.1 Public notification of the proposal to grant the easement, seeking submissions and objections.
- 6.2 Provide the opportunity for any submitters that wish to be heard to speak to the Council.

6.3 Consider the objections and submissions and provide to Council on whether to accept, modify or decline the easement proposal.

7. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

7.1 Public Notice in Manawatu Standard

7.2 Council website

8. 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?	Yes
<p>The recommendations contribute to:</p> <p>Whāinga 3: He hāpori tūhonohono, he hāpori haumarū</p> <p>Goal 3: A connected and safe community</p>	
<p>The recommendations contribute to this plan:</p> <p>6. Mahere rēhia</p> <p>6. Recreation and Play Plan</p> <p>The objective is: Provide city, suburb, and local parks and reserves, sports fields and facilities, walkways and shared paths</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	This action ensures Council decision making is consistent with the provisions of the Reserves Act 1977 with regards to reserves planning and legislative requirements for utilities sited in reserves.

ATTACHMENTS

Nil

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Draft Stormwater Strategy

PRESENTED BY: Hilary Webb, Planner City Planning & Jono Ferguson-Pye, Manager City Planning

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee approve the draft Stormwater Strategy (Attachment 1) for public consultation.
-

1. ISSUE

- 1.1 Council committed to developing a Stormwater Strategy in the Mahere Wai Water Plan 2024 – 2034 and the Future Development Strategy 2024 (FDS).
- 1.2 Officers have spent the past year working with Rangitāne o Manawatū, stakeholders, and the community to develop a Draft Stormwater Strategy (the Strategy) that is now ready for public consultation.

2. SUMMARY OF THE DRAFT STORMWATER STRATEGY

- 2.1 While the Strategy is not explicitly required by statute, it does satisfy requirements of the Local Government Act 2002 for participation by the community and Rangitāne o Manawatū in local government decision-making.
- 2.2 Stormwater was identified in the FDS as a key constraint to the growth of the city and continues to be a key consideration in all rezoning proposals and many subdivision and land-use applications.
- 2.3 Council and developers are already shifting towards approaches that integrate stormwater management with urban design and complement the stormwater network. This trend is consistent with global trends towards Water Sensitive Design that mimics natural soil and water processes to slow and hold water instead of conveying it away, promoting re-use of water, and enhancing urban liveability and human well-being. Stormwater infrastructure that combines both green (parks,

plants, urban forests and community gardens) and blue (rivers, ponds and wetlands) elements can also reduce urban heat island effects, improve air quality, and support biodiversity.

- 2.4 The Strategy has four sections that are outlined in Table 1 below. The first section describes the context of stormwater in Palmerston North, followed in the second section by a description of the challenges that stormwater brings for the city. The third section presents Whānau Ora framed aspirational outcomes for living and growing well with stormwater in the long-term (i.e., 30 – 100 years). The final section lists 29 actions in the next five years (when much will change in how we manage stormwater in the city) and identifies the most pressing priorities for action.
- 2.5 The Strategy is being developed during a period of resource and local government reform. The Strategy clarifies priorities for action and identifies opportunities in parts of the reform to explore innovative approaches to stormwater management that can increase resilience to climate change. Some of the actions in the Strategy will enable Council to meet legislative requirements of the National Policy Statement Natural Hazards 2025, the Local Government (Water Services) Act 2025, and the two bills that will replace the Resource Management Act 1991. The Strategy should inform the establishment of Central Districts Water and the development of their Water Services Strategy.

Table 1: Summary of the draft Stormwater Strategy

Section	Title	Summary
1	Stormwater and Palmerston North	This section describes the purpose and approach of the Strategy, what the Strategy does and does not cover, and the term (30 years). This section also describes the geographical and historical context of stormwater in the city, and how council and developers are shifting to more adaptive approaches of managing stormwater. These approaches are consistent with both Mātauranga and global trends of whole-of-system, integrated and sustainable stormwater management (also called Water Sensitive Design).
2	The challenges of living with stormwater	Seven current stormwater challenges were identified; flooding risk, affordability, changes to natural processes, diminished mauri, climate change, reform, and the need to think beyond core disciplines and council and property boundaries.
3	Aspirations for living and growing well	Whānau Ora principles were interpreted as long-term (i.e., 30 – 100 years) aspirational outcomes of stormwater management and used to group outcomes generated in

	with stormwater	engagement. The Whānau Ora conceptual model works well for a multi-faceted problem such as stormwater because it generates holistic outcomes. Whānau Ora also recognises that the health, well-being, and resilience of people and communities, now and in the future, is intrinsically linked to holistic and sustainable management of resources such as freshwater. In adopting this approach, the Strategy recognises that the long-term well-being of our communities is entwined with the health of water and directs our attention towards positive outcomes.
4	Actions in the short-term	<p>From engagement, officers compiled a list of 29 practical actions in the short-term (i.e., five years) that can begin to deliver the long-term aspirational outcomes described in Section 3.</p> <p>Of these actions, the highest priorities are:</p> <p>Building stormwater technical capability and capacity through:</p> <ul style="list-style-type: none"> • Reviewing and prioritising adequate resourcing, technical capacity and capability, including expertise in Water Sensitive Design stormwater solutions • Drawing on a mix of knowledges from technical to social and Mātauranga <p>Investing in the tools we already have through:</p> <ul style="list-style-type: none"> • Resourcing enforcement to ensure compliance with existing rules and regulations that are designed to improve stormwater outcomes • Education and communication about stormwater management <p>Increasing our understanding of stormwater through:</p> <ul style="list-style-type: none"> • Updating the stormwater model and • Collecting, storing, and sharing monitoring data to improve the model • Assessing flood risk for both inner city and future developments <p>Investigating future stormwater management options through:</p> <ul style="list-style-type: none"> • Collaborative exploration of catchment scale approaches to stormwater • Exploring adaptation and resilience-building options

		<p>for waterways</p> <ul style="list-style-type: none"> Developing plans for five highest priority stormwater management areas <p>Ensuring multiple use of blue-green spaces in the city</p>
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3. THE PROCESS OF DEVELOPING THE DRAFT STORMWATER STRATEGY

- 3.1 From January 2025, officers reviewed national, regional and local legislation, policy, and reports that relate to stormwater. These included the Palmerston North City and regional stormwater models, stormwater servicing assessments, Asset Management Plans, our District Plan, reports and submissions by Te Ao Turoa Rangitāne o Manawatū, State of the Environment reporting, technical and scientific literature, climate change projections and assessments, submissions to recent plan changes, the 2026 Horizons Regional Council Flood Vulnerability Assessment, and stormwater strategies for other places in New Zealand. This review provided the statutory and legislative context for managing stormwater in Palmerston North.
- 3.2 For most of 2025, a cross-Council working group of officers from a range of functions including Strategic Planning, Infrastructure, Māori Advisory, Climate and Sustainability, Planning Services, Emergency Management, Community Development, Communications and Marketing provided input to the Strategy.
- 3.3 Rangitāne o Manawatū have been involved in the development of the Strategy from February 2025 through a series of workshops held at Te Hotu Manawa, as representatives attending stakeholder workshops, through regular reviews of progressive versions of the draft documents, and updates to Te Whiri Kōkō and Rangitāne o Manawatū committee (2 April 2025). The submission by Te Ao Turoa (Environmental Advisory Office of Tanenuiarangi Manawatū Inc.) to the Future Development Strategy 2024 described the concerns of Rangitāne o Manawatū. Both Te Ao Turoa and Rangitāne o Manawatū Settlement Trust identified their priorities for actions to address stormwater. In terms of wider engagement with Māori agencies, officers also met with Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust, Ora Konnect, Rangitāne o Manawatū Investment Trust, and representatives of Aorangi Marae.
- 3.4 The Strategy was developed over a year of community engagement. During 2025, officers engaged with a wide range of stakeholders and community members including Horizons Regional Council, Central District Water representatives, Manawatū, Horowhenua, Rangitīkei and Tararua District Councils, KiwiRail, Waka Kotahi NZTA, Ministry of Education, Kāinga Ora, Green Corridors, Environment Network Manawatū, Forest & Bird, Massey University, Greater Bunnythorpe Committee, the Build Palmy forum and over 30 representatives of the developer sector, PN Canoe Club, Kiwi Water Polo, Fish & Game, Federated Farmers, Manawatū River Leaders Accord, the InterFaith Community, the Water Protection Society, and individual community members.

- 3.5 Since the Strategy was reported to Sustainability Committee in June 2025, it has been edited to incorporate the feedback from engagement during August 2025 – March 2026. Recreational users such as the PNCC Canoe Club, Kiwi Water Polo Club, and Fish & Game reinforced that the impacts of urbanisation on natural processes is a key challenge (Section 2 of the Strategy) and the value of Water Sensitive Design and actions to improve water quality (Section 4) and resonated with the Hauoranga outcomes (Section 3). Broadly similar feedback that related to the Tiaki Taiao outcomes (Section 3) was received from the Water Protection Society, environmental groups such as Environment Network Manawatū, Forest & Bird, and Green Corridors. Community groups such as the InterFaith Community presented evidence of stormwater impacting vulnerable households and communities, reinforcing that stormwater flooding risk is a very real challenge (Section 2), and that risk is inequitably distributed throughout the city, informing the Pāporitanga outcomes (Section 3) and that enforcement action under existing regulations has value but needs to be resourced (Section 4).
- 3.6 Federated Farmers provided detailed and extensive feedback around the principles of user-pays and value for rates, reinforcing the challenge of affordability (Section 2) and adding detail to some of the actions (Section 4). Feedback on the structure and content of the document resulted in the use of short- and long-term timeframes rather than the geographic basis of the previous version (also suggested by Horizons Regional Council). Federated Farmers sought clarity around key actions, deliverables, timeframes, roles and responsibilities, which Horizons Regional Council suggested could be achieved with an implementation plan. This was developed and tested with PNCC officers, Rangitāne o Manawatū, Horizons Regional Council, and Central Districts Water with the outcome that a less prescriptive approach was chosen that didn't commit governance to actions that had not been through normal processes. The need to think and work beyond boundaries (Section 2) was refined, Section 1.1.4 was revised to distinguish regional and local responsibilities (Section 1), and Figure (Section 2) clarifies how the Strategy is informed by other policy and legislation, and collaborative outcomes and actions that relate to Kotahitanga were refined. Suggestions by Federated Farmers for further and more detailed analysis were used to refine actions (Section 4).
- 3.7 The developer sector confirmed the trend to Water Sensitive Design approaches and described a range of mitigation methods that are now routinely used in the city. Feedback was used to refine Pūkenga Rawa and Tiaki Taiao outcomes (Section 3) and actions (Section 4). The developer sector reported frustrations that related to affordability (Section 2) mostly due to the time and cost of clarifying in the consent process how stormwater would be managed for development to proceed, and under-resourcing of technical capacity such as stormwater modelling. Feedback was used to refine outcomes (Section 3) and actions (Section 4) that can address these concerns and ensure sufficient stormwater resourcing, technical capability, and organisational capacity to deliver effective, resilient, sustainable and compliant stormwater services.

- 3.8 In summary, feedback was useful to refine the challenges (Section 2) and generated both long-term outcomes (Section 3) of stormwater management and actions in the short-term (Section 4). The challenges (Section 2) were refined and reduced in number, the two-level approach refined to long-term outcomes and short-term actions and priorities (rather than a geographic basis). In order to keep the Strategy at a reasonable length, some of the more technical sections (such as the policy context) have been reduced to short summaries. Some images have been replaced. Much of the material that does not appear in the current version (such as the Stormwater Management Areas) will be retained and could be used for stormwater technical work such as Asset Management Plans.
- 3.9 Councillors were first introduced to the Strategy in a workshop on 16 April 2025. The Draft Stormwater Strategy was presented to Sustainability Committee on 18 June 2025 (Agenda Item 16-25). The Committee did not adopt the Draft Stormwater Strategy at that time and directed that further engagement occurs with key stakeholders, Rangitāne o Manawatū and Elected Members. This engagement occurred between August and December 2025, followed by staff and technical reviews to March 2026.

4. NEXT STEPS

- 4.1 A designed version of the Draft Strategy will be prepared to be used for public consultation.
- 4.2 A consultation period during May will allow four weeks for submissions and avoids any clashes with other consultation.

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
<p>The recommendations contribute to:</p> <p>Whāinga 1: He tāone auaha, he tāone tiputipu</p> <p>Goal 1: An innovative and growing city</p>	

<p>Whāinga 3: He hapori tūhonohono, he hapori haumarū</p> <p>Goal 3: A connected and safe community</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>13. Mahere wai</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objective is:</p> <p>For Mahere Wai Water Plan: We want our city to be safe from flooding during storm events.</p> <p>For Mahere Mana Urungi, Kirirautanga Hihiri Governance & Active Citizenship Plan: We want to actively engage with the community to enable well-informed, transparent, and joined-up decisions. We want to work in partnership with Rangitāne o Manawatū.</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>Stormwater affects all four aspects of well-being, now and in the future. Stormwater also interacts with almost all of Council functions.</p> <p>The recommendation of this memo contributes to fulfilling the following objectives:</p> <p>Mahere Wai Water Plan has the new or one-off action for Yrs 1 & 2 to develop a Stormwater Strategy, to keep our city safe from flooding during storm events.</p> <p>Mahere Mana Urungi, Kirirautanga Hihiri – the direction by Council for further public consultation will enable well-informed, transparent, and joined-up decisions informed by active engagement with our communities. The Stormwater Strategy is being developed with Rangitāne o Manawatū.</p>

ATTACHMENTS

1. Draft Stormwater Strategy for consultation [↓](#) 

COMMITTEE WORK SCHEDULE

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Committee Work Schedule - April 2026

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee receive its Work Schedule dated April 2026.

COMMITTEE WORK SCHEDULE – APRIL 2026

	Estimated Report Date	Subject	General Manager Responsible	Current Position	Date of Instruction & Clause number
1	29 April 2026	Draft City-wide Stormwater Strategy	General Manager Strategic Planning		Council 29 May 2024 Clause 95.7-24
-2	29 April 2026	Annual Sector Lead Report: Te Tihī-o Ruahine Whānau Ora Alliance	General Manager Customer & Community		Terms of Reference
-3	29 April 2026	Annual Sector Lead Report: MASH Trust	General Manager Customer & Community		
-4	29 April 2026	Annual Sector Lead Report: Niuvaka Trust	General Manager Customer & Community		
5	20 May 2026	Bi-Annual Sustainability Report	General Manager Customer & Community	Moved at request of Chair to balance quantity of material to April meeting	
6	20 May 2026	Public Spaces: approval to consult on draft policy and	General Manager Strategic		

		bylaw	Planning		
7	20 May 2026	Community Reference Groups terms of reference review	General Manager Customer & Community		Terms of Reference
8	20 May 2026	Annual Youth Wellbeing programme update	General Manager Customer & Community		Council 29 May 2024 Clause 95.2F(1)-24
9	10 June 2026	Community centres improvement project (one off) update report	General Manager Customer & Community		Community Committee 21 May 2025 Clause 14-25
10	10 June 2026	Annual update on the implementation of the accessibility programme	General Manager Infrastructure		20 March 2024 Clause 11.2-24
11	19 August 2026	Effectiveness of Civics Education Initiatives – Annual progress report	General Manager Customer & Community		29 May 2024 Clause 95.29-24
12	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
13	19 August 2026	Low Carbon Fund Allocations 2025/26	General Manager Strategic Planning		21 August 2024 Clause 24-24
14	19 August 2026	Housing Insecurity programme – 2 Year update	General Manager Customer & Community		Terms of Reference
15	19 August 2026	Food Security policy – Annual Monitoring report	General Manager Customer & Community		Terms of Reference

16	16 Sept 2026	Annual Report on Library Services	General Manager Customer & Community		24 May 2023 Clause 22-23
17	16 Sept 2026	Annual Dog Report 2025-2026	General Manager Development and Regulatory		
18	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
19	16 Sept 2026	City wide Emissions Inventory 2026 Annual Report	General Manager Strategic Planning		Climate change plan ongoing action #3
20	16 Sept 2026	PNCC Organisational Emissions Inventory 2025/2026 Annual Report	General Manager Strategic Planning		Climate change plan ongoing action #1
21	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
22	21 October 2026	Disability Reference Group – Annual Presentation	General Manager Customer & Community		Invitation to present 4 Nov 2020 Clause 41-20
23	21 October 2026	Pasifika Reference Group – Annual Presentation	General Manager Customer & Community		Terms of Reference
24	21 October 2026	Seniors Reference Group – Annual Presentation	General Manager Customer & Community		Terms of Reference
25	17 February 2027	Soft Plastics Trial – Effectiveness and Costs	General Manager Infrastructure		Council 3 December clause 193-25

26	April 2027	Manawatū River framework – progress report	General Manager Infrastructure		26 April 2023 Clause 4-23
27	As required	Manawatū-Whanganui Climate Joint Action Committee	General Manager Strategic Planning		Climate change plan ongoing
28	TBC	Summerhays Reports – Partnership Models Expressions of Interest	General Manager Infrastructure		1 May 2024 Clause 66-24 and 74-24
29	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
30	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
31	TBC 2026	Progress report on social housing development at Summerhays Street	General Manager Infrastructure/ General Manager Strategic Planning		Council 1 May 2024 Clause 66-24
32	TBC 2026	Waste Management Bylaw – results of the Construction and Demolition waste diversion trial	General Manager General Manager Infrastructure/ Strategic Planning		Council 3 December 2025 Clause 193-25