



PALMERSTON NORTH CITY COUNCIL

AGENDA

COMMUNITY COMMITTEE

1PM, WEDNESDAY 15 MARCH 2023

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

MEMBERS

Lorna Johnson (Chair)
Patrick Handcock (Deputy Chair)
Grant Smith (The Mayor)
Brent Barrett
Rachel Bowen
Lew Findlay (QSM)
Billy Meehan
Orphée Mickalad
Karen Naylor
William Wood
Kaydee Zabelin

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

Te Marae o Hine | 32 The Square
Private Bag 11034 | Palmerston North 4442 | New Zealand
pncc.govt.nz

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NORTH
CITY

COMMUNITY COMMITTEE MEETING

15 March 2023

ORDER OF BUSINESS

1. Apologies

2. Notification of Additional Items

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

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

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

3. Declarations of Interest (if any)

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

4. Public Comment

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

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

5. **The Little Stars Programme: Support for Children with Disabilities.** Page 7
6. **Pasifika Reference Group - Annual Presentation** Page 9
7. **Seniors Reference Group - Annual Presentation** Page 11

REPORTS

8. **Annual Sector Lead Report: Te Pū Harakeke - Community Collective Manawatū** Page 13
Memorandum, presented by Stephanie Velvin, Community Development Manager.
9. **Annual Sector Lead Report: Manawatū Multicultural Council** Page 29
Memorandum, presented by Stephanie Velvin, Community Development Manager.
10. **Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance** Page 41
Memorandum, presented by Stephanie Velvin, Community Development Manager.
11. **Annual Sector Lead Report: Housing Advice Centre** Page 55
Memorandum, presented by Stephanie Velvin, Community Development Manager.

INFORMATION REPORTS

12. **Welcoming Communities Annual Update** Page 65
Memorandum, presented by Stephanie Velvin, Community Development Manager.

13. Update on Response to Homelessness

Page 113

Memorandum, presented by Stephanie Velvin, Community Development Manager.

14. Committee Work Schedule

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15. Exclusion of Public

To be moved:

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

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

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

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

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

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

PRESENTATION

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: The Little Stars Programme: Support for Children with Disabilities.

RECOMMENDATION TO COMMUNITY COMMITTEE

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

SUMMARY

The Little Stars programme is being established to provide free integrated therapy for children with disabilities, and group support for their families.

Jane Carrigan Independent Disability Advocate and Pip Cook co-founder of The Planet Ryan Family Foundation will present to the committee.

ATTACHMENTS

NIL

PRESENTATION

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Pasifika Reference Group - Annual Presentation

RECOMMENDATION TO COMMUNITY COMMITTEE

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

SUMMARY

Andrew Jamieson, Chair of the Pasifika Reference Group will present on the work of the Group over the last 6 months.

ATTACHMENTS

Nil

PRESENTATION

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Seniors Reference Group - Annual Presentation

RECOMMENDATION TO COMMUNITY COMMITTEE

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

SUMMARY

Jim Jefferies, Chair of the Seniors Reference Group will present on the work of the Group over the last 6 months.

ATTACHMENTS

NIL

MEMORANDUM

TO: Community Committee

MEETING DATE: 15 March 2023

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

PRESENTED BY: Stephanie Velvin, Community Development Manager

APPROVED BY: Chris Dyhrberg, Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Te Pū Harakeke – Community Collective' presented to the Community Committee on 15 March 2023.

1. ISSUE

- 1.1 Te Pū Harakeke – Community Collective (formerly known as Palmerston North Community Services Council) has delivered its first annual report as a Sector Lead organisation, which is appended to this memorandum.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Representatives of Te Pū Harakeke – Community Collective are in attendance to present.
- 1.4 Analysis of Te Pū Harakeke – Community Collective performance against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage Te Pū Harakeke – Community Collective as a Sector Lead organisation.
- 2.2 Sector Lead organisations are a trial component of the 2022-2025 Strategic Priority Grants programme, as per Council's resolution of 6 April 2022:

'that the Chief Executive trial the Sector Lead Partnership agreement using the funding that has already been assigned to organisations through the 2022 allocations from the SPG [Strategic Priority Grant] fund, and report back to

Community Development Committee prior to the development of the next 10 year plan'.

- 2.3 A three-year Partnership Agreement commenced between Te Pū Harakeke – Community Collective and the Council in July 2022 accordingly.
- 2.4 The Agreement stipulates that activities funded contribute to goals identified in Council's Connected Communities Strategy.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.
- 2.6 To allow for two reports to be received in advance of the 2024-34 Long Term Plan process, and inform the Sector Lead trial, the organisations have been asked to present their first report now covering the first six-months of their contract from 1 July to the end of December 2022, to be followed by another report in early 2024.

3. ANNUAL REPORT ANALYSIS

- 3.1 Te Pū Harakeke – Community Collective is a registered Incorporated Society under the name Palmerston North Community Services Council Incorporated and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organization Grants Scheme, Lottery Grants Board, Pub Charity and other funders.
- 3.2 Te Pū Harakeke - Community Collective was founded in 1971 as the Palmerston North Community Services Council to bring together and provide support for Palmerston North based community organisations. Their membership consists of over one hundred for-purpose organisations and individuals working in the social sector and local community.
- 3.3 The amount of funding Te Pū Harakeke – Community Collective receives through this Sector Lead Partnership Agreement is \$90,000 per annum (plus GST and adjusted for inflation in years two and three).
- 3.4 In addition to the funding mentioned above, Te Pū Harakeke receives \$62,859 for Hancock House management (this amount will be adjusted for inflation in years two and three), \$5,000 per annum to purchase furniture for Hancock House, and \$10,000 for administering the Small Grants Fund. Note the total amount of the Small Grants Fund for distribution is \$210,934 per annum (adjusted for inflation in years two and three).
- 3.5 The current funding agreement activities contribute to the achievement of Goal Three: Connected and Safe City from Council's 2021-31 strategic direction, and align with the following priorities:

Priority 1: Develop, provide, support, or advocate for services, facilities and events that create a connected, welcoming, and inclusive community.

Priority 3: Support communities to achieve their aspirations.

3.6 The agreement also includes that Te Pū Harakeke – Community Collective are expected to maintain their strategic leadership role by continuing to demonstrate the characteristics of a sector lead, as stipulated by the Support and Funding Policy 2022, 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.

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

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Priorities 1 & 3	Facilitate capability and capacity building training sessions, programmes, workshops for community groups	<p>Te Pū Harakeke – Community Collective have delivered a good number of activities and programmes in this period, despite challenges such as Covid. A total of 15 workshops and training sessions to 165 people were delivered across a range of topics, including:</p> <ul style="list-style-type: none"> • Rights and Rules, dealing with workplace bullying and privacy • Share point and one drive • Changes to the Incorporated Societies Act • Introduction to Te Tiriti o Waitangi • De-Escalation • Succession planning • Raising your profile • Attracting donations • Governance basics • Managing volunteers • Understanding sexual violence 	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		Te Pū Harakeke – Community Collective regularly seeks feedback from community groups to help plan for their future activities, which ensures that they are building capacity and capability in the areas most needed by the sector.	
Priorities 1 & 3	Facilitate a membership network for the community sector	Te Pū Harakeke – Community Collective has 104 members. They organize a bimonthly meeting for members to connect and collaboration. Their staff play an important role in encouraging and supporting these connections.	Met
Priority 1	Deliver Social Wellbeing Forum (SWF)	Te Pū Harakeke ran the SWF in October 2022. There had been a complete turnover of staff at the organisation since the previous SWF was held, due to Covid 19; the team did well to navigate this and delivered an engaging event. The report and recommendations will be published by early April. Staff will debrief with the organisation after their report has been completed and ensure planning for the next SWF captures opportunities for further development.	Developing
Priority 3	Provide capacity-building and support for other community organisations to develop and connect.	In addition to the well-organised workshops and training sessions outlined above, Te Pū Harakeke – Community Collective have offered support and advice to four community groups as part of their Te Tauteka programme. This programme is a great example of the leadership role of Te Pū Harakeke – Community Collective in the community sector. They are performing well in this area.	Met
Priorities 1, 3 & 4	Deliver the highest level of	Te Pū Harakeke – Community Collective are performing well in	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
	expertise and highest quality service.	this area.	
Priorities 3 & 4	Think, work, and advocate strategically;	Te Pū Harakeke - Community Collective have regularly provided submissions and consultations to PNCC on behalf of the community social sector. They have also provided submissions on significant bills such as the Charities Bill and the Incorporated Societies Bill. They are performing well in this area.	Met
Priorities 3 & 4	Have robust strategic and business plans in place.	Te Pū Harakeke – Community Collective have an excellent strategic plan.	Met
Priority 1	Management of Hancock Community House & Purchase of furniture and Equipment for Hancock Community House	Te Pū Harakeke – Community Collective are performing very well in providing day to day administration of Hancock Community House. They have a well-established relationship with all tenants and hold regular tenants' meetings. Bookings and administration of meeting rooms and reception services have been managed well by staff.	Met
Priority 3	Administration of Community Development Small Grants Fund	The small grants fund provides up to \$5,000 per group for administration expenses. 65 groups applied of which 53 were approved. Groups demonstrating a higher level of need were prioritized due to the fund being oversubscribed. Staff work alongside Te Pū Harakeke to ensure continual improvement of 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' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered.
- 3.10 The performance measure data provides an evidence base to support the information in the annual report.

3.11 **Table 2: Performance measure data for period July 2022 to Dec 2022**

'How much'	Total number of member organisations	104
	Total number of capability and capacity building training sessions delivered	15
	Total number of attendees at the training sessions	165
	Total number of capability and capacity building support programmes delivered (long term support for groups)	1
	Total number of organisations who access capability and capacity support services	4
'How well'	Net Promoter Score.	78%
'Better off'	Percentage of member organisations who report they feel more connected to the community sector as a result of their membership with Te Pū Harakeke – Community Collective	99%
	Percentage of attendees who report they learnt new skills and knowledge as a result of the support that is provided by Te Pū Harakeke	99%
	Percentage of attendees who report they intend to implement new knowledge within their organisation	92%
	Percentage of participants who report they	100%

	learnt new skills and knowledge as a result of support services provided by Te Pū Harakeke – Community Collective	
	Percentage of participants who report an improvement in their organisation	50%

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the first report of Te Pū Harakeke – Community Collective, as required by their 2022-2025 Sector Lead Partnership Agreement with Council.
- 4.2 Staff have assessed that Te Pū Harakeke - Community Collective are performing well against their agreed activities across the board.

5. NEXT STEPS

- 5.1 Staff will continue to support Te Pū Harakeke – Community Collective to deliver the wide-ranging activities and initiatives covered by the Partnership Agreement.
- 5.2 Te Pū Harakeke – Community Collective will present its next Annual Report early in 2024. 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	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	

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

ATTACHMENTS

1. Annual Sector Lead Report Te Pū Harakeke - Community Collective [↓](#) 



TE PŪ HARAKEKE
Community Collective
Manawatū

Introduction

Te Pū Harakeke—Community Collective Manawatū (formerly the Palmerston North Community Services Council) was established in 1971 as a collective body for community and social service agencies in Palmerston North and the broader Manawatū region.

Our vision is ***to see a strong, vibrant, and connected community sector in the Manawatū***. Our mission is ***to empower community groups to participate in, and contribute to, the community and its wellbeing***.

Our membership consists of more than one hundred for-purpose organisations and individuals working in the local community and social sector, and we are proud to partner with the City Council in this mahi. This partnership has spanned the 52 years that we have operated, and we are particularly grateful for the City Council's ongoing financial support for Te Pū Harakeke an organisation, and for the city's community sector more generally.

This report covers the period 1 July-31 December 2022.

Contribution to PNCC Outcomes

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

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

In the past six months, we have done this by:

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

- We delivered two 'Rights and Rules' sessions in partnership with Manawatū Community Law Centre on the topics of Dealing with Workplace Bullying and Privacy.
- We delivered 13 workshops for community kaimahi on the following topics: Grant Applications, IT (Intro to SharePoint & OneDrive), Changes to the Incorporated Societies Act, Introduction

to Te Tiriti o Waitangi, De-Escalation, Implementing Te Tiriti in Your Organisation, Succession Planning, Raising Your Profile, Attracting Donations, Governance Basics (x2), Managing Volunteers, and Intro to Understanding Sexual Violence.

- 165 kaimahi attended one of our trainings this reporting period. Feedback from these trainings is overwhelmingly positive – They have a net promoter score of 75%, 99% of survey respondents indicated that they learned something new at the training they attended, and 92% indicated that they would implement changes in their work as a result.
- Comments from attendees included:
 - “[I] So value what you bring/share.”
 - “Wonderful course. Well presented, great interaction.”
- Some examples of what kaimahi have said they will do differently or change as a result of trainings:
 - “When people are very emotional, I can get them thinking instead.”
 - “Consider co-governance.”
 - “Present what I’ve learnt to the board of directors to acknowledge Te Tiriti o Waitangi.”
 - “Communications! Tell a story.”
 - “Listen more. How can we make it work?”
 - “Spend more time on relating and connecting.”
 - “Look more closely at my organisation’s risk register and policies.”
- We held Managers’ Forums monthly, with average attendance of about 5 people at each. These forums provided an opportunity for managers of social services and community groups to share their successes and challenges, help each other troubleshoot, and listen to presentations on topics of relevance, including Managing Staff Wellbeing, Managing Risk, and Succession Planning (in addition to the training workshop on this topic).

2. Facilitating a membership network for the community sector:

- We have a current membership of 104. This is made up of 92 not-for-profit organisations, 7 government agencies or businesses engaged in social/community work, and 5 individuals.
- Our membership is in a solid position. The total number is slightly down due to some organisations closing, merging, or ceasing operations in Manawātū, but we have also welcomed one new member group in this period.
- We hold members meetings every two months, which provide an opportunity for kaimahi to expand their networks, help identify opportunities for collaboration, and keep kaimahi across the sector informed about what others are doing, and where there is capacity. Members meetings were held in August, September and December in this reporting period. The minutes

from our members' meetings are circulated throughout our membership, as are other notices of interest and relevance to the sector.

- In our most recent survey of members (January 2023), 95% of respondents said that they agree or strongly agree that they feel more connected to the sector as a result of their membership. 79% agreed or strongly agreed that they feel more informed about relevant issues as a result of their membership.
- Comments from members included:
 - “Personally I think it is simply stunning to know that you are there.”
 - “Supportive, empowering and enabling organisation for the Community Sector. Our organisation particularly benefits from the training and info/support that you offer.”
- We distribute a monthly newsletter, *Flax Pānui*, to help keep kaimahi across the sector informed.

3. Delivering the Social Wellbeing Forum:

- The Social Wellbeing Forum (SWF) has been held regularly since 2007, first initiated and hosted by PNCC, it was later taken over by Te Pū Harakeke to host on behalf of the sector. The goal of the SWF is to identify areas for collaboration and action, and to inform and influence policy and programmes across local government, central government agencies and the social sector. The forum has taken various forms over the years, and in 2019 a new format was trialled, with the intention of moving from an annual forum to a 3-year cycle. Initiatives proposed at the forum were to be piloted in the intervening years.
- A number of challenges arose following the 2019 forum – these included a lack of clarity about who would ‘own’ initiatives, and difficulty securing resource for Te Pū Harakeke to conduct further feasibility studies. Additionally, some proposed initiatives, though aspirational, were well outside of the scope of what could be achieved within our sector, or even by any amount of collective action within our region. Conversely, some initiatives, such as changes to zoning and consenting for new homes, progressed at a national level without us being the driving force.
- In addition, the impact of the COVID-19 pandemic hindered the ability to progress some initiatives, and shifted the focus within our organisation – and indeed the sector – to adapting to new models of service delivery. The pandemic also made significant changes to the social wellbeing landscape, and the priorities within that, making 2022 an opportune time to go look back on the changes in the sector from 2019 to 2022 and take stock of where we are.
- With these factors in mind, it was agreed with PNCC officers at the start of this funding cycle to re-focus the Social Wellbeing Forum on identifying the issues and challenges, and producing a report including recommendations for addressing these – essentially a ‘snapshot of the sector’ at this moment in time, and to move this from every 3 years to every 2 years.
- The 2022 Social Wellbeing Forum was held on 28 October at the Conference and Function Centre. It was attended by approximately 75 kaimahi – including community workers, funders,

councillors and council officers, representatives from the education and health sectors and other stakeholders.

- The report and recommendations are currently being finalised at time of writing, and will be released in late March or early April. We will present the report in full at the next Community Committee and will also be providing the report to other stakeholder groups who we believe will benefit from the perspectives it contains.



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

- Providing capacity-building and support for other community organisations to develop and connect. This mahi has included:
 - Training workshops as outlined above.
 - Acting as the first port of call for kaimahi seeking advice and support on all aspects of running community organisations and helping to troubleshoot and solve problems.
 - Te Tauteka Programme provided 4 groups with legal or professional advice using professional services which would otherwise be inaccessible to these groups. This advice covered support with governance and structure, human resource/employment law, and assistance with trust deeds.
- Thinking, working, and advocating strategically
 - For example, preparing, in consultation with our members, submissions on the Charities Amendment Bill, Incorporated Societies Regulations, and PNCC's upcoming long term plan deliberations (which included insights from the Social Wellbeing Forum).
- Delivering the highest level of expertise and highest quality service;
- Having robust strategic and business plans in place.

5. Distributing the Community Development Small Grants Fund

- The Community Development Small Grants fund is provided by PNCC as part of your annual budget and is to provide up to \$5,000 per group for essential administration expenses to enable local not-for-profit community groups to operate.
- Funding for 2022/23 financial year was distributed in August, and was allocated in line with the Support and Funding Policy 2022.
- \$5,000 was set aside from the Small Grants Fund as an Emergency Fund, in addition to \$3,705 remaining from previous years. No applications for emergency grants have been made in this reporting period.
- 65 groups made applications for the 2022/23 grant round, of which 53 were approved. As has been the case in previous years, the fund was oversubscribed, and groups were allocated funds on a pro-rata basis.
- In line with the new Funding and Support Policy, groups demonstrating a higher level of need were prioritised. This meant that some larger organisations, or those with larger reserves, were declined, meaning successful applicants were allocated a greater portion of what they applied for than in previous years.
- As accountability forms for the 2022/23 round have not yet been completed, the performance measures for the Community Development Small Grants Fund will be included in next report.

Managing Hancock Community House

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

- Providing initial reception and directional services, support and advice to visitors, hirers, contractors, and suppliers as required.
- Managing the day-to-day operations of the building, for example handling mail, waste removal and facilitating access for contractors.
- Acting as point of contact for any maintenance and/or health and safety queries and ensuring these are passed on to the relevant PNCC teams.
- Managing the bookings and related administration of meeting rooms
- Coordinating tenant meetings and advocacy of tenant issues.
- Liaising with PNCC regarding health and safety policy and related documents, and for other health and safety queries and acting as point of contact for health and safety issues related to the communal areas and ensure these are passed on to the relevant City Council teams.
- Promoting and advertising Hancock Community House, the facility and services available, on behalf of the tenant organisations, in consultation with tenants.
- Using the additional grant of \$5,000 per annum to purchase furniture and equipment required for Hancock Community House. Funds have been spent so far this financial year on

kitchenware, vacuum cleaner, meeting room fans, a cabinet to install web conferencing camera, and sun umbrellas, and miscellaneous smaller items. \$2,400 remains.

- In addition to the grant, funds accumulated through koha from meeting room hire has been used to:
 - Replace blinds in the meeting rooms
 - Change external door locks to improve security after-hours.

Performance Expectations – Hancock Community House	Status
1. Reception desk is staffed weekdays from 9am to 4pm daily.	Achieved.
2. Monthly billing information is %100 correct and delivered to PNCC on time each month.	Achieved.
3. Customer satisfaction survey shows that 95% of room users were satisfied or very satisfied with their booking and use experience.	Achieved
4. Tenants satisfaction survey shows that 95% of tenants were satisfied or very satisfied with their use of the facility and services provided.	Achieved
5. No security fobs are misplaced.	Achieved.
6. A 'Contractors Onsite' register is maintained.	Achieved.
7. A 'Current Tenants' register is maintained.	Achieved.
8. A 'Building Maintenance' register tracking the reporting and resolution of health and safety issues is maintained.	Achieved.
9. A 'Hazard register' is maintained.	Achieved.
10. Tenants meetings are held at least quarterly.	Achieved.
11. One activity or initiative is delivered per year promoting the availability and use of Hancock House to Community Groups	Not yet achieved (only 6 months into year)
12. The furniture and equipment budget is spent each year in an appropriate manner, with records of purchases kept.	

Section 3: Challenges and opportunities ahead

As with all things over the past few years, the pandemic continued to present new challenges in this reporting period. The 6 months from July through December 2022, began with the omicron variant still prevalent in our communities, and throughout the period various restrictions were lifted, while the confidence of individuals in attending in-person events and activities lagged somewhat behind. This presented challenges for activities such as trainings and the Social Wellbeing Forum. We now seem to have reached a place where most people are comfortable engaging with in-person events and activities, and look forward to the opportunities before us to plan our events and activities with a greater degree of certainty than in the past few years.

2022 also saw significant changes to personnel within our organisation, and we are excited about the opportunities that 2023 brings with a full and established staff. Our experience has not been unusual – turnover within the sector has been unusually high over the past year, and this only increases the need for us to continue delivering the capability and capacity building programmes we offer to ensure that the wider sector can continue to operate effectively in meeting their own goals.

Section 4: Reflections and conclusions

We recently provided some reflections to you as part of your preparations for the next Long Term Plan cycle, and we reiterate here the issues which are top of mind for our sector:

- Funding – availability of funds and long-term security of funding.
- Recruitment and retention of quality staff.
- Coordination and connection between services.

We see our role as a 'sector lead' to help address the third of those in particular, and the work outlined above aims to help bridge the gaps between different services and establish relationships throughout the sector, as well as build on the capability and capacity which exists in the sector.

We are grateful for the opportunity to formalise this leadership role and our partnership with the Council in this work through this Sector Lead Partnership Agreement.

MEMORANDUM

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Annual Sector Lead Report: Manawatū Multicultural Council

PRESENTED BY: Stephanie Velvin, Community Development Manager

APPROVED BY: Chris Dyhrberg, Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Manawatū Multicultural Council' presented to the Community Committee on 15 March 2023.
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1. ISSUE

- 1.1 Manawatū Multicultural Council (MMC) has delivered its first annual report as a Sector Lead organisation, which is appended to this memorandum.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Representatives of MMC are in attendance to present.
- 1.4 Analysis of MMC's performance against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage MMC as a Sector Lead organisation.
- 2.2 Sector Lead organisations are a trial component of the 2022-2025 Strategic Priority Grants programme, as per Council's resolution of 6 April 2022:

'that the Chief Executive trial the Sector Lead Partnership agreement using the funding that has already been assigned to organisations through the 2022 allocations from the SPG [Strategic Priority Grant] fund, and report back to Community Development Committee prior to the development of the next 10 year plan'.

- 2.3 A three-year Partnership Agreement commenced between MMC and the Council in July 2022 accordingly.
- 2.4 The Agreement stipulates that activities funded contribute to the goals identified in Council's Connected Communities Strategy.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.
- 2.6 To allow for two reports to be received in advance of the 2024-34 Long Term Plan process, and inform the Sector Lead trial, the organisations have been asked to present their first report now covering the first six-months of their contract from 1 July to the end of December 2022, to be followed by another report in early 2024.

3. ANNUAL REPORT ANALYSIS

- 3.1 MMC is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organization Grants Scheme, Ministry for Ethnic Communities, Eastern & Central Community Trust, Ministry of Social Development, NZ Lottery Grants Board and other funders.
- 3.2 MMC was founded in 1993 to provide an essential point of contact for new migrants, former refugees, international students, and newcomers to the city.
- 3.3 MMC operates as a coordinating body for the many different ethnic and cultural groups in the city, providing information, resources and activities, with the aim of creating a connected and inclusive community.
- 3.4 The amount of funding MMC receives through this Sector Lead Partnership Agreement is \$55,000 per annum (plus GST and adjusted for inflation in years two and three).
- 3.5 The current funding agreement activities contribute to the achievement of Goal Three: Connected and Safe City from Council's 2021-31 strategic direction, and align with the following priorities:

Priority 1: Develop, provide, support, or advocate for services, facilities and events that create a connected, welcoming, and inclusive community.

Priority 3: Support communities to achieve their aspirations.

- 3.6 The agreement also includes that MMC are expected to maintain their strategic leadership role by continuing to demonstrate the characteristics of a sector lead, as stipulated by the Support and Funding Policy 2022, 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.

3.7 Table 1: Assessment of agreed activities

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Priorities 1 & 3	Operate the Multi-Cultural Centre	MMC's Multi-Cultural Centre is located at Hancock Community House, and has recently expanded into extra office space. The Multi-Cultural Centre is well-established as a hub of support and information for ethnic community members. It has been operating successfully despite challenges with staff turnover within the organisation. It is good to see the return of their full programme of activities at the centre in recent months.	Met
Priority 1	Deliver Holiday Programmes.	MMC successfully facilitated holiday programmes.	Met
Priority 1	Provide Educational Workshops	During this reporting period MMC delivered 11 workshops/programmes to support newcomers.	Met
Priority 1	Operate the Multi-Cultural Playgroup	Due to staff changes and capacity limitations, MMC was not able to implement this activity.	Not met
Priority 1	Provide language translation assistance	MMC now offers a language translation assistance in 30 languages, for those needing help with legal matters, employment, immigration, housing and medical needs. Language assistance is a significant barrier for many in our community, and so this is a significant service.	Met
Priority 1 & 2	Lead a membership network of cultural groups	MMC has grown their membership network by 4, to a total of 58 member groups. They have organised meetings and activities	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		for the member groups to connect, and they regularly communicate information out through this network.	
Priority 1 & 2	Contribute to the delivery of cultural events and celebrations, including the festival of cultures.	MMC has successfully contributed to the planning and delivery of many cultural celebrations.	Met
Priority 2	Deliver the highest level of expertise and highest quality service.	MMC staff and board are committed to providing high quality services and activities. Several staff changes in this period have made continuity of relationships and service at the operational level more difficult, and have drawn focus at a board level.	Developing
Priority 1	Think, work, and advocate strategically;	As mentioned above, staff changes, including in their Manager role, have presented challenges for MMC in this period. MMC have a committed board who provide sound strategic leadership. They represent their membership in multiple areas, including the Welcoming Communities Advisory Group, and regularly contribute to cross-sector forums and advocacy opportunities. Once they achieve more stability in their staffing there is potential for MMC to become even more influential in contributing to the development of capacity and capability building in the wider sector.	Developing
Priority 1 & 2	Have robust strategic and business plans in place.	MMC have been reviewing and enhancing their strategic plan, and they are currently working on updating their internal policies. At the time of writing this report,	Developing

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		MMC are in the process of recruiting a new service manager.	

- 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' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered.
- 3.10 The performance measure data provides an evidence base to support the information in the annual report.

3.11 **Table 2: Performance measure data for period July 2022 to Dec 2022**

'How much'	Total number of clients (community members) accessing the centre	246
	Total number of members (community groups)	58
	Total number of workshops/programmes delivered	11
	Total number of volunteers	20
'How well'	Percentage of clients (community members) who were highly satisfied/satisfied with their engagement at the centre	98%
	Percentage of multicultural groups who were satisfied with MMC's support	92.5%
'Better off'	Percentage of clients who report they feel better connected to the community as a result of engaging with MMC	98%
	Percentage of members (community groups) who report they feel better connected to the wider community as a result of being a member of MMC	92.5%

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the first report of MMC, as required by their 2022-2025 Sector Lead Partnership Agreement with Council.
- 4.2 Staff have assessed that MMC are performing well against most of their agreed activities, demonstrating a positive, collaborative approach. Over the coming year, staff will encourage MMC to consolidate their recent growth and focus on achieving operational stability, particularly in terms of staff retention.

5. NEXT STEPS

- 5.1 Staff will continue to support MMC to deliver the activities and initiatives covered by the Partnership Agreement.
- 5.2 MMC will present its next Annual Report, covering year two of the agreement, early in 2024. 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		Yes
Are the decisions significant?		No
If they are significant do they affect land or a body of water?		No
Can this decision only be made through a 10 Year Plan?		No
Does this decision require consultation through the Special Consultative procedure?		No
Is there funding in the current Annual Plan for these actions?		Yes
Are the recommendations inconsistent with any of Council's policies or plans?		No
The recommendations contribute to Goal 3: A Connected and Safe Community		
The recommendations contribute to the achievement of action/actions in Connected Communities		
The action is: Administer grants in line with the community funding policy; Monitor for-purpose organisations contracted or funded by Council against agreed outcomes.		
Contribution to strategic direction and to social,	Sector Lead organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance the social, economic, environmental and	

economic, environmental and cultural well- being	cultural wellbeing of the community.
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ATTACHMENTS

1. Annual Sector Lead Report: Manawatu Multicultural Council [↓](#) 

Manawatu Multicultural Council

Reporting period – July 2022-present

Section 1: Introduction

Manawatu Multicultural Council (MMC) is a recognised and established charitable organisation which has been operating within Palmerston North and Manawatu region since 1993, providing an essential point of contact for new migrants, former refugees, international students and newcomers to the city. The Manawatu Multicultural Council is an umbrella organisation for the many different ethnic groups, currently we have 58 members within MMC, and we operate to provide information, social services, resources and activities providing opportunities for community to get information on all aspects of New Zealand life and facilitating the forming of social connections, build the meaningful relationships and connecting with the wider community. Manawatu Multicultural Council services is backed by a committed staff and volunteers.

MMC supporting the Treaty based Multiculturalism with honouring te Tiriti o Waitangi, honouring our land and honouring our culture.

Our vision is *“To grow an interconnected and inclusive society in Manawatu”*. With a mission *“To lead, support and celebrate Multiculturalism and Ethnic diversity through participation and advocacy”*.

The MMC has granted a provisional Social Service level 3 Accreditation in 2022 and has received a “Better Outcomes Award” Te Tohu mō nga Hua E Pai Ake Ana from Public Service Commissioner in September 2022.

Section 2: Contribution to PNCC Outcomes

Palmerston North City Council has outcome to have a connected and safe community, this outcome highlight activities we have led or been involved contributing to that outcome. We provide information on progress during the last seven months including measurements in qualitative, quantities and feedback.

During the last seven months our activities have aligned with the following priorities within that goal.

Develop, provide, support or advocate for services, facilities and events that create a connected, welcoming and inclusive community.

We do this by operating a Multicultural Centre as a centre point for refugees, migrants, international students and their guardian/parent, and newcomers to the city to help them through their journey of settling in and integrating with the wider communities in the city. We provide communities with a safe and friendly platform that facilitates people’s integration into their new homes by enhancing their skills, providing access to information, build meaningful relationships and connecting with the wider community. The MMC is a

place where the community's aspirations are acknowledged and worked towards. At MMC we have shared lunch daily, after or before the classes and other activities. We provide social and family friendly activities to give opportunities to learn, practice and improve English speaking skills in a relaxed and friendly atmosphere which help to build confidence, self-esteem and establish connections with other participants. We do family friendly activities to encourage people to integrate and participate socially in the community. This also helps avoid the isolation and loneliness, often felt and experienced by many people from different ethnic groups.

At MMC centre, we have Community Connector staff who can help support and connect people and their families with the wider network of Social Services of Housing, Employment, Education, Health, Immigration and Legal as well as networking to the non-governmental agencies. People can walk-in to get help from our connectors who will listen, understand and walk alongside clients and provide support, a safety net and make the connection that will help clients navigate through their life's challenges.

- In supporting to facilitate an event that connecting and celebrating the cultural diversity in our city, the MMC works collaboratively with community organisations to help unite and educate us to understand each other's perspective, to broaden our own and to fully experience the cultures of other ethnic groups. The MMC will continue to organise/help organise, host and co-host events to celebrate and promote our diverse communities.
- Activities that we have done to support this since July 2022 included:
 - Brazilian Festa
 - Eid Adha celebration with Afghanistan community
 - Rohingya community AGM and Eid festival
 - Powhiri for Newcomers at Te Manawa
 - Karen traditional Wrist Tying ceremony.
 - Bhutanese community election day
 - Ukrainian Independence Day celebration
 - Indonesian Independence Day celebration
 - Philippines Independence Day and language week celebration
 - Meet the City Councillor candidate's night.
 - Songs and Praises
 - Nigerian Cultural Night
 - Diwali Festival
 - MMC Council members meeting
 - Moon Festival
 - Lion's Market Day
 - MMC Annual dinner
 - MMC Christmas lunch
 - Christmas Parade
 - Indonesian Language Month celebration in Feilding
 - Lunar New Year Festival
 - Festival of Culture, including: Ethkick, Teas and Coffees of the World, Lantern Parade and World Food Fair.

- The MMC provides language service assistance to support and help those who are not confident using English or as the needs arise. So far we have 30 languages to help our community and as part of supporting the community group's need to retain their culture and heritage languages, MMC collaboratively with community hosting language classes included: Chinese, Spanish drama class, Portuguese, Farsi, Hindi and we have some other community request to join in the creating their languages class.
- The MMC provides and organise educational programs, sessions, classes and workshops which help our community to be more informative and active. In the last year, MMC through the Navigation project was able to do some research to gather and know more about the needs of ethnic communities in Palmy and Manawatu area, together with the Connection project created and allowed MMC to do what is best for helping our community. As a result, it helps us support the wider communities to achieve their aspirations. Some activities that we did to support the research outcomes included:
 - Holiday programmes for the school children age from 4 to 12 yrs old, collaborate with Sport Manawatu and RIMA
 - Formed a Youth Multicultural group within Palmerston North who can be actively involved in youth leadership and activities program tailored to their need.
 - Computing courses collaborate with Digits.
 - English conversational class at the Parks
 - First Voice workshops collaborate with schools.
 - Poipoia te Pitomata programmes for the youth aged 14 to 20 yrs old collaborative with St. John
 - Translating information about COVID-19 Vaccines and SIQ during pandemic last year
 - Pop-Up Clinics for community to get their COVID-19 Vaccines and Flu Vaccine
 - Workshop/training for MMC Language Translator services

The Manawatu Multicultural Council continue to maintain strategic leadership role within the sector by continuing to demonstrate the characteristics of a sector lead, including:

Providing capacity-building and support for other community organisations to develop and connect.

To achieve this, we organised:

- Governance training for MMC members and community leaders including for the Youth group.
- Leadership dinner to help the community groups to connect with each other and share their community activities.

Section 3: Challenges and opportunities ahead

The MMC has faced some challenges in the last two years including the ongoing effects of COVID-19. Just like with any other organisations these have placed constraints on international activities, events and migration, and compounded the difficulties faced by

families separated by borders. Despite this, our organisation has continued to contribute and reflect the city goal of being a safe and connected place where people are welcomed and work together.

On the other hand, the MMC has moved from strength to strength, with the increased number of projects and partnerships, new initiated activities such as language classes, program and events, has also brought a much increased number of responsibilities and workload to our organisation, we feel that MMC have not enough resources to help spread more wings to collaborate with many more agencies which showed and expressed their interest to work together with MMC.

Section 4: Reflections and conclusions

With so much of opportunities for MMC to help contributing to the PNCC goals, MMC feel that we need more support in sustaining our funds for getting more resources to be able to achieve more than we could do now.

With the data statistic and images we provided for the last seven months, it shows how successful and effective we are in providing opportunities for networking, services, programme, and support we offer into a wider ethnic community. It encourages us to continue to provide, support or advocate these services, that will boost knowledge, facilitate settlement for newcomers, migrants, international students, and former refugees that create a connected, welcoming and inclusive community. As a result, we are on track to achieving our mission and vision which contributes to PNCC goals.

MEMORANDUM

TO: Community Committee

MEETING DATE: 15 March 2023

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

PRESENTED BY: Stephanie Velvin, Community Development Manager

APPROVED BY: Chris Dyhrberg, Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance' presented to the Community Committee on 15 March 2023.

1. ISSUE

- 1.1 Te Tihi o Ruahine Whānau Ora Alliance has delivered its first annual report as a Sector Lead organisation, which is appended to this memorandum.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Representatives of Te Tihi o Ruahine Whānau Ora Alliance are in attendance to present.
- 1.4 Analysis of Te Tihi's performance 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 o Ruahine Whānau Ora Alliance as a Sector Lead organisation.
- 2.2 Sector Lead organisations are a trial component of the 2022-2025 Strategic Priority Grants programme, as per Council's resolution of 6 April 2022:

'that the Chief Executive trial the Sector Lead Partnership agreement using the funding that has already been assigned to organisations through the 2022 allocations from the SPG [Strategic Priority Grant] fund, and report back to Community Development Committee prior to the development of the next 10 year plan'.

- 2.3 A three-year Partnership Agreement commenced between Te Tihi o Ruahine Whānau Ora Alliance and the Council in July 2022 accordingly.
- 2.4 The Agreement stipulates that activities funded contribute to the achievement of priorities 1-4 within the Council's Connected and Safe strategic direction.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.
- 2.6 To allow for two reports to be received in advance of the 2024-34 Long Term Plan process, and inform the Sector Lead trial, the organisations have been asked to present their first report now covering the first six-months of their contract from 1 July to the end of December 2022, to be followed by another report at the end of second quarter 2023/2024 Financial Year.

3. ANNUAL REPORT ANALYSIS

- 3.1 Te Tihi o Ruahine Whānau Ora Alliance is a Charitable Trust and receives the Sector Lead funding to provide backbone support to Ora Konnect. Te Tihi works towards meeting several different investment outcomes through Ora Konnect and, therefore, their report includes activities that are not solely funded by Council.
- 3.2 Ora Konnect represents the aligned kaupapa of collective impact and whānau ora in the south western suburbs of Te Papaioea Palmerston North, enabling mana whenua (Rangitāne o Manawatū), iwi Māori, central government sectors in education, health, police, social development and non-government organisations to actively support whānau to drive their own sustainable health and wellbeing outcomes. Council is one of 18 current partners of the Ora Konnect Alliance.
- 3.3 The Ora Konnect Alliance was established following a community profile 'Karanga te Rā, Karanga te Ao' in 2016. This community engagement process documented opportunities to improve the social, health and economic outcomes for whānau in the south western suburbs.
- 3.4 The Ora Konnect kaupapa is underpinned by the aspiration to develop 'Healthy, Connected Communities' through the delivery of projects supported by squads¹ made up of partner representatives.
- 3.5 The amount of funding Te Tihi receives (on behalf of Ora Konnect), through this Sector Lead Partnership Agreement is \$35,000 per annum (plus GST and adjusted for inflation in years two and three).

¹ Working groups

- 3.6 The current funding agreement activities contribute to the achievement of Goal Three: A Connected and Safe Community from Council's 2021-31 strategic direction, and align with the following priorities:

Priority 1: Develop, provide support or advocate for service, facilities and events that create a connected, welcoming and inclusive community.

Priority 2: Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.

Priority 3: Support communities to achieve their aspirations.

Priority 4: Be a city where people feel safe and are safe.

- 3.7 The agreement also includes that Ora Konnect are expected to maintain their strategic leadership role by continuing to demonstrate the characteristics of a sector lead, as stipulated by the Support and Funding Policy 2022, 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.

3.8 Table 1: Assessment of agreed activities

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Priorities 1, 2, 3 & 4	Provide backbone support to the Ora Konnect Alliance which aims to deliver community-led initiatives in 4412 ² using a whānau ora collective impact framework.	<p><u>Backbone support:</u></p> <p>Te Tihi provide project management and squad support for both active and developing squads.</p> <p>Project management includes:</p> <ul style="list-style-type: none"> support with the design and implementation phases of squad projects. the facilitation of workshops to develop the programme of action. <p>Additionally, support has been provided for the development of proficiency within squads of logic models, theories of change and the Te Tihi developed Pikorua project</p>	Developing

² South Western suburbs of Palmerston North/ Papaioea

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		<p>management approach.</p> <p>Staff assess this approach to be positive and aspirational in developing a consistent model of practice and delivery. The approach is still developing and will require longer term monitoring and evaluation to assess effectiveness.</p> <p><u>Ora Konnect initiatives:</u> Ora Konnect have delivered a successful range of high-quality activities, events and programmes across currently active squads in this reporting period.</p> <p>Squads are comprised of representatives from services who are experts in the targeted field, who are able to provide a high level of practical support and experience in service delivery.</p> <p>Staff assess that Ora Konnect experiences challenges with consistently being able to access sufficient funding and personnel resourcing to meet community demand. This area is also developing, with a commitment from partners to the long-term sustainability of Ora Konnect.</p>	
Priority 3	Provide capacity-building and support for other community organisations to develop and connect.	Te Tihi provide these functions within the 4412 area, and have been successful in facilitating improved connections between organisations all working in this same location. Capacity building and support for organisations to develop is growing as the structures and systems of Ora Konnect continue to be established and refined.	Developing

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Priorities 1, 3 & 4	Deliver the highest level of expertise and highest quality service;	Te Tihi are performing well in this area.	Met
Priorities 3 & 4	Think, work and advocate strategically;	Te Tihi provide sound strategic leadership in this space and are viewed as strong advocates for the approach.	Met
Priorities 3 & 4	Have robust strategic and business plans in place.	Satisfactory plans are in place.	Met

- 3.9 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.
- 3.10 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered.
- 3.11 The performance measure data provides an evidence base to support the information in the annual report.

3.12 **Table 2: Performance measure data for period July 2022 to Dec 2022**

'How much'	Total number of partner organisations.	18
	Total number of active squads.	4
	Total number Ora Konnect hui held.	5
	Total number of volunteers.	10
'How well'	Percentage of partners who report they are satisfied/highly satisfied with the Ora Konnect framework.	Not completed
'Better off'	Percentage of partners who report they feel better able to deliver community outcomes as a result of their participation in the Ora Konnect Alliance.	Not completed

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the first report of Te Tihi o Ruahine Whānau Ora Alliance as required by their 2022-2025 Sector Lead Partnership Agreement with Council.
- 4.2 Staff have assessed that Ora Konnect are performing against their agreed activities, with some areas of further development identified. Ora Konnect is a relatively new initiative that is continually developing to meet identified community need; the potential for community impact is significant.

5. NEXT STEPS



- 5.1 Staff will continue to support Te Tihi in their activities stipulated in the Sector Lead Partnership Agreement, and the wider Ora Konnect kaupapa.
- 5.2 Staff will provide additional support to Te Tihi to provide complete performance measure data for the next data reporting period and their next Annual Report.
- 5.3 Te Tihi o Ruahine Whānau Ora Alliance will present its next Annual Report, covering year two of the agreement, early in 2024. 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	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	
The action is: Administer grants in line with the community funding policy; Monitor for-purpose organisations contracted or funded by Council against agreed	

outcomes.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead Organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance the social, economic, environmental and cultural wellbeing of the community.

ATTACHMENTS

1. Annual Sector Lead Report Te Tihi o Ruahine Whānau Ora Alliance
 

SPG Sector Lead Report – Te Tihi o Ruahine Whānau Ora Alliance

Section 1: Introduction

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

There are 18 partners who are part of the Ora Kōnnect Alliance:



Also including new additions: NiuVaka Trust, Sport Manawatu, Home in Place and MSD.

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

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

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

Section 2: Contribution to PNCC Outcomes

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

activities are led out by squads (working groups) that involve a number of partner organisations. Their job is to implement the activities that have been identified by the community (utilising a whanau lead, whanau centred approach) and developed into a implementation plan. The 4 squads that are currently in implementation are:

1. Ko tou manawa, ko toku manawa: To create a community where people feel safe
2. Pharmacy project: Supporting whanau to accessing prescription medication through advocating for system change
3. Kai security: Creating sustainable opportunities for whanau to access kai
4. Whanau Led: Supporting whanau led aspirations

Over the last 6 months, these squads have contributed to the 4 priorities identified by the Palmerston North City Council.

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

The following provides an overview of each squad and what has been achieved in the past 6 months. At the end of each overview, it will clearly highlight the PNCC priority it is connected to.

Ko tou Manawa, Ko toku manawa:

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

Stream 1: Offering of a free Burglary Prevention package. This is currently being offered by the NZ Police. Whanau living in West End and Highbury have access to have their house assessed to which they are then offered a number of measures to increase their feelings of safety in their home. So far there have been 490 homes that have received the package. Part of the assessment that whanau receive is they are offered the opportunity to connect with other service providers and are offered other opportunities that are happening in the area.

Stream 2: Increase community cohesion through events. We are fortunate that in the last few months with the lifting of covid restrictions we have been able to start hosting events. We have started small with Street BBQs with a key focus on creating opportunities where whanau can connect with each other, meet some of the service providers and understand the diverse services available to them. It has also been a great opportunity to inform the community about the burglary prevention package and other events that are coming up.

Stream 3: Increase positive police presence. Events have been a great way to get the community police out and about engaging with the community. They have attended the Street BBQs and the uptake has been nothing but positive. With an increase in events, not just within KTM,KTM but across other Ora Kōnnect squads, we will continue to encourage the Police to engage in these spaces.

Stream 4: Increase communication. The community want to know what is happening in and around their community. Whilst there is no online platform that collectively highlights this, KTM,KTM have utilised all community engagement opportunities to inform the community. We are fortunate enough that the squad is made up of 8 partners from diverse sectors who we are also able to utilise for sharing community panui.

The police are also working on developing a website to improve the ability for whanau to refer themselves or whanau and friends to receive the burglary prevention package. Unfortunately there have been some challenges with this but we hope to get this up and running soon.

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

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



Pharmacy Project

The pharmacy project is one of the very first Ora Kōnnect squads established. Its aim is to create system change for whānau accessing the disability allowance through MSD by changing the way in which whānau receive this allowance. Currently whānau are given \$2 a week. Whānau identified that money to purchase medications is one of the many barriers. We want to advocate for MSD to instead frontload whānau a minimum of \$100 every year so then that at least provides them with instant access to the pharmacy exemption card which will then give them free medication for the rest of the year (Feb-Feb). Over the past 6 months we have engaged with 87 whānau to participate in a trial to help us measure how and what they access should they be frontloaded with \$150 to access their medications. We are currently in the process of surveying all whānau to understand their experiences and whether having access to these funds increased their ability to access all their medications.

The Pharmacy Project are achieving the following PNCC priorities:

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

Whānau Led

Whānau Led have had a key focus on the beautification of the Highbury shops. We were fortunate enough to receive funding to cover the costs for the painting of the shops.

The next phase of this project is the continuation of consulting with the community and in close partnership with the council to develop the next phase.

Whānau Led are achieving the following PNCC priorities:

- **Priority 2:** Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhood.

- **Priority 3:** Support communities to achieve their aspirations
- **Priority 4:** Be a city where people feel safe and are safe

Kai Security

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

The Kai security squad has developed the 4412 Kai security strategy which was developed and lead by Dave Mollard (MFAN) with contribution from the many community stakeholders and whānau living in the 4412. In the past 6 months the Kai Security squad have been able to:



- Strengthen relationships and collaboration with food support agencies, which has given whānau increased access to free food, reducing the stress that food insecurity holds over them.
- Support whānau to grow more of their own kai, which will lead towards food sovereignty.
- Created mana-enhancing events and projects that have elevated the sense of belonging to a vibrant and inclusive Community.
- Advocated the local and central government to focus on creating a more localised food production in a circular system, we envision positive long-term effects for whānau in their food decision-making.

By achieving the above, the Kai Security squad has managed to implement many major projects and actions in 2022 such as:

- Delivered 60 Planter boxes to Kainga Ora residents.
- Built 40 māra kai in whānau homes, and delivered 20 follow-up tutorials.
- Planted 50 fruit trees in whānau homes and 20 on PNCC reserves give examples of which reserves.

- Delivered one community event focused on sharing and trying new food attended by 200 people.
- Facilitated six crop swaps, each attended by over 40 people.
- Supported 16 'Let's Grow Highbury' sessions, attended by 12-plus people at each session.
- Helped build three new Community Gardens at Te Aroha Noa, Chelmash place and Te Patikitiki. Currently advocating for 3 more on PNCC land in 2023
- Hosted two MFAN Hui which helped create a stronger sense of mutual purpose for the sector.
- Created the food support pānui to help guide community workers.
- Successfully advocated to PNCC to create a Kai Resilience Policy
- Started creating a rohe-wide food rescue framework.
- Delivered a funding workshop for food support organisations.



Section 3: Challenges and opportunities ahead

Challenges:

- Building data infrastructure is a challenge for Ora Konnect at the moment. As part of strategic learning we require the infrastructure in the form of systems and data storage, capabilities for analysis and sharing of data. This requires funding to ensure we have the right skills and capability to build and implement.
Data infrastructure is critical in Ora Konnect as a way to identify opportunities and measure the impact of Ora Konnect within our communities in a way that is accessible by our partners and is secure.

Opportunities:

- Ora Konnect are currently going through a refresh that will look at all our infrastructure, how we are operate, membership and our Programme of Action. As Ora Konnect has been in operation since 2019, we have learnt a lot and we are looking forward to levelling up alongside our partners.

- It was decided by our Ora Konnect Alliance that a pathway be created across all projects that included the RIMA community. This was important in ensuring their voice was captured when developing projects. Our connection with the RIMA community has been through THINK Hauora and we look forward to continuing this approach going forward.

Section 4: Reflections and conclusions

The last 6 months has been a time of reflection for Ora Konnect. With Covid being a priority for many of our partner organisations, it has been great to gain some momentum within our squads.

Ora Konnect are fortunate to have partners such as PNCC who see the value in what we set out to achieving as an Alliance and we look forward to the next season of Ora Konnect.

MEMORANDUM

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Annual Sector Lead Report: Housing Advice Centre

PRESENTED BY: Stephanie Velvin, Community Development Manager

APPROVED BY: Chris Dyhrberg, Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Housing Advice Centre' presented to the Community Committee on 15 March 2023.

1. ISSUE

- 1.1 Housing Advice Centre (Palmerston North) Incorporated (HAC) has delivered its first annual report as a Sector Lead organisation, which is appended to this memorandum.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Representatives of HAC are in attendance to present.
- 1.4 Analysis of HAC's performance against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 On 8 June 2022, Council resolved to engage HAC as a Sector Lead organisation.
- 2.2 Sector Lead organisations are a trial component of the 2022-2025 Strategic Priority Grants programme, as per Council's resolution of 6 April 2022:

'that the Chief Executive trial the Sector Lead Partnership agreement using the funding that has already been assigned to organisations through the 2022 allocations from the SPG [Strategic Priority Grant] fund, and report back to Community Development Committee prior to the development of the next 10 year plan'.

- 2.3 A three-year Partnership Agreement commenced between HAC and the Council in July 2022 accordingly.
- 2.4 The Agreement stipulates that activities funded contribute to the goals identified in Council's Connected Communities Strategy.
- 2.5 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.
- 2.6 To allow for two reports to be received in advance of the 2024-34 Long Term Plan process, and inform the Sector Lead trial, the organisations have been asked to present their first report now covering the first six-months of their contract from 1 July to the end of December 2022, to be followed by another report in early 2024.

3. ANNUAL REPORT ANALYSIS

- 3.1 HAC is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme, Lottery Grants Board, Eastern & Central Community Trust, Ministry of Social Development, and other funders.
- 3.2 HAC was founded in 1985 to help all people in the community to live in suitable accommodation that is safe, warm, healthy, and affordable.
- 3.3 HAC provides assistance with rental plans for tenants, advice on the rights and responsibilities as a tenant or landlord under the Residential Tenancy Act and a rental listing service. In addition, HAC is leading the Housing Need Monitoring Group which is a network of social housing providers, not-for-profit organizations and government agencies that are actively involved in the current housing needs within the community.
- 3.4 The amount of funding HAC receives through this Sector Lead Partnership Agreement is \$30,000 per annum (plus GST and adjusted for inflation in years two and three).
- 3.5 The current funding agreement activities contribute to the achievement of Goal Three: Connected and Safe City from Council's 2021-31 strategic direction, and align with the following priorities:

Priority 1: Develop, provide, support, or advocate for services, facilities and events that create a connected, welcoming, and inclusive community.

Priority 2: Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods.

3.6 The agreement also includes that HAC are expected to maintain their strategic leadership role by continuing to demonstrate the characteristics of a sector lead, as stipulated by the Support and Funding Policy 2022, including:

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

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

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Priorities 1 & 2	Provide advice, guidance, and education on housing	<p>HAC provides a hub for housing issues, support, education, and advice. They work with a range of clients, including people experiencing housing insecurity, tenants and landlords. Additionally, they work with other agencies and organisations that have clients in need of housing support.</p> <p>HAC have worked with 2,540 clients during this reporting period. This shows the enormous need for such an organisation and the importance of HAC's work in the city. Despite many changes in staff during this reporting period, HAC managed to support its clients by offering daily rental listings and educating its clients of their rights and responsibilities.</p> <p>HAC collaborates strongly with others, particularly Manawatu Tenants' Union and Moneywise Manawatu.</p> <p>Due to staff shortages and COVID restrictions at schools, HAC was unable to be at schools to deliver the Ready to Rent programme. This</p>	Developing

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		meant that no workshops were delivered during this reporting period.	
Priority 1	Provide capacity-building and support for other community organizations to develop and connect.	HAC works closely with other organisations and agencies that work with people who experience housing insecurity. HAC has been successful in establishing connections between those agencies and organisations by coordinating the Housing Needs Monitoring Group. HAC provides training to staff of other organisations and agencies who do not normally work in the housing area, so they can assist their clients into housing. This focus on developing capabilities across the city is a sustainable approach to addressing the growing demand for their services.	Met
Priority 2	Deliver the highest level of expertise and highest quality service.	HAC is performing well in this area. HAC have worked to understand the individual needs of each client to gain the best outcomes. This includes learning to work with mental health issues.	Met
Priority 1	Think, work, and advocate strategically;	HAC is performing well in this area. They have faced their recent challenges in staffing with a positive approach, taking the opportunity to review their strategic direction. They have been central in the formation of the new collective looking to work differently to respond to homelessness in Palmerston North.	Met
Priority 1 & 2	Have robust strategic and business plans in place.	HAC has taken time recently to look at their strategic plans and operational structures. They are strong strategically, and with the recent hire of a new Service Coordinator they are well positioned to return to their full	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		operational potential.	

- 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' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered.
- 3.10 The performance measure data provides an evidence base to support the information in the annual report.

3.11 **Table 2: Performance measure data for period July 2022 to Dec 2022**

'How much'	Total number of clients who engaged with HAC	2,540
	Total number of workshops held in schools	0
	Total number of students who attend the workshops	0
	Total number of volunteers	7
'How well'	Percentage of clients who were highly who were highly satisfied/ satisfied with the service.	100%
'Better off'	Percentage of students who report having gained skills and knowledge as a result of the workshop/s	0%
	Percentage of clients who report they gained knowledge or skills to support their housing needs as a result of engaging with HAC	100%
	Percentage of participants who report they learnt new skills and knowledge as a result of support services provided	100%

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the first report of HAC, as required by their 2022-2025 Sector Lead Partnership Agreement with Council.
- 4.2 Staff have assessed that HAC are performing well against most of their agreed activities, though some activities were not delivered due to staff shortages and some COVID-19 restrictions at schools.

5. NEXT STEPS

- 5.1 Staff will continue to support HAC to deliver the activities and initiatives covered by the Partnership Agreement.
- 5.2 HAC will present its next Annual Report, covering year two of the agreement, early in 2024. 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	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	
The action is: Administer grants in line with the community funding policy; Monitor for-purpose organisations contracted or funded by Council against agreed outcomes.	
Contribution to strategic direction and to social,	Sector Lead organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seeks to enhance the social, economic, environmental and cultural wellbeing of the community.

economic, environmental and cultural well- being	
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ATTACHMENTS

1. Annual Sector Lead Report Housing Advice Centre [↓](#) 

Section 1: Introduction

Housing Advice Centre (HAC) is a Community Organisation which was set up in 1985 in partnership with the Palmerston North Community and the Housing Corporation (now Kainga Ora). We are an Incorporated Society with Charity status and have been in operation for thirty-seven years.

Our Aim is to help all people in the community live in suitable affordable accommodation, have equity of opportunity to thrive and grow through stable long-term accommodation. To help them to reside in a home that is safe, warm, healthy, affordable, and preferably close to their support network. Housing stability is what provides a base for family/ whanau or individuals to then focus on increasing the connectedness with their community.

We have a Coordinating Committee made up of experienced and skilled community people. There is a strong knowledge base from their experience in supporting other community agencies and their collective professional backgrounds.

We have a Memorandum Of Understanding and work closely with Manawatū Tenants Union and Moneywise Manawatu.

Our paid staff are made up of an experienced Service Coordinator and two Housing Advisors. The team works to encourage and support our work in an empathetic manner to ensure our clients are heard and supported in the manner that suits them best.

Section 2: Contribution to PNCC outcomes

We address the needs of our community and clients through

- Ensuring the effectiveness through our provision of housing/rental accommodation information, advice, and education designed to help people into housing and then being able to sustain it, help with access to resources and learning to use digital devices to search and apply for housing; supporting people who are without any accommodation/ housing to identify housing options and help them get the support required through MSD to be able to access that housing option. Ensuring that people know what options they may have with regards to housing and tenancy so they can make the choice that is best for them.
- Increasingly our work is centred on helping people to ensure that they are accurately ranked on the MSD Social Housing wait list, reflecting their circumstances (or ensuring that this information is updated), and that they are showing to the best of their ability that they would be a good tenant to property managers and landlords in the private sector.
- We work with prospective tenants to identify their barriers to housing in the private sector (bad credit, no previous landlord references etc) and their strengths as prospective tenants (secure sources of income to pay rent, people they can use for references etc) and how these strengths can be a way to overcome their barriers. This can be time consuming not just for the person seeking housing but for our staff supporting them, particularly if they are not computer literate or struggle to engage in a way that is acceptable to property managers and landlords, or if their previous experiences with MSD have not been overly positive.
- Education is also part of our direct service provision through our Ready to Rent (R2R) contract, our program in Secondary Schools aimed at school leavers, and our “Train the Trainers” work with social service organisations. Our current R2R contract is direct at people who are on MSD Emergency Housing and social housing lists, but recently we have had requests to partner from the Enabling Good Lives (EGL) Disability Initiative and the Manawatu Multicultural Council to provide a tailored program for their communities.

We plan to grow the delivery of these programs as they are aimed at preventing the basic tenancy issues that arise through not understanding rights, responsibilities, and obligations of both tenants and landlords.

The Housing Advice Centre (HAC) provides a central hub in Palmerston North and surrounding areas for housing issues, support, education, and advice. We assist the homeless, tenants, landlords and other social agencies working alongside clients with housing issues. HAC staff provide advice and resources – helping to address the issues as to why prospective tenants maybe missing out on rentals and how to rectify that, use of a public computer and training on how to use them to book viewings and apply for rentals; information on providers to contact for the homeless to find emergency accommodation, up-to-date residential tenancy agreements and the knowledge of the latest requirements for landlords, and advice to staff in other social agencies as to how they can best support their clients to access housing. Daily rental listings information is provided to the community, services, and agencies throughout the Manawatu area.

The Housing Advice Centre is the lead agency in delivering the Ready-to-Rent programme to the Manawātū, a two-day course designed to give people an improved opportunity into the rental market. HAC has a presence in the wider community delivering workshops in the local secondary schools, working with the year 13's around renting/flatting. This program outlines their rights and responsibilities as tenants with the aim of trying to ensure they do not make expensive and long-lasting mistakes. We also have a presence at Massey University and have a good working relationship with UCOL. The HAC staff provide training for staff in other agencies who do not normally work in the housing area, so that they can effectively assist and support their clients into housing.

Housing Advice Centre staff work collaboratively with other services, assisting with the identified housing issues. Should the individual or family/whanau's initial contact be with HAC staff and if it is determined that it would be more appropriate to engage with other organisations, then a referral (or contact) will be made.

Housing Needs Monitoring Group (HNMG). Housing Advice is the lead agency that facilitates the 6 weekly meetings and does any follow up which comes from the meetings. This is a network of social housing providers, not for profit agencies, Government and local authority and non-government organisations that are actively involved in the current housing needs within our community.

Section 3: Challenges and Opportunities Ahead

We have successfully come through a difficult period and have built back up to full operational status. This enhances our ability to fully provide services and expand into new areas. Our current focus is on attending open days e.g. Linton Army Camp and UCOL. We will be delivering presentations to UCOL weekly, schools annually and Community agencies as requested.

The upcoming challenges will be increased workload that will be created by this; we will need more staff and the funding to support the increased positions needed. We are seeing an increase in the diversity of clients presenting to our service and this requires full use of our skills and the need for further training.

We are pleased to be working in partnership with the Council in an application to the Ministry of Housing and Urban Development (HUD) Local Innovation and Partnership Fund designed to improve wrap-around services and add value to the service we currently have and develop greater multi-disciplinary community interaction.

We have a positive supportive proactive Coordinating Committee, but the challenge is finding new members with the knowledge and skills to support our range of portfolios. It is important that they have a clear understanding of the housing situation locally and nationally.

Section 4: Reflections and Conclusions

Through the difficulties we experienced over the past 18 months, this enabled us to reflect and review the services that we have been providing to our clients and the wider communities. Through this we have reviewed areas such as our committee, staff roles, current services, expanding on these, and future services we would like to provide that supports our strategic plan and our commitment to PNCC Sector Lead Role/ partnership.

We would like to acknowledge the support we have received from the staff of PNCC, DIA, and MSD during this challenging period of change for Housing Advice.

Our goal is to sustain and expand strong networks within the community, while maintaining an ability to respond to changing needs of our community. This would facilitate an emergency response as and when required.

We have a shared vision that works towards a successful and enabling process of interaction of agencies with those requiring support to find long term housing. We will provide a sustainable process and interaction to benefit our clients and our sister community agencies.

With the partnership application to HUD between PNCC and the Housing Needs Monitoring Group and agencies - Housing Advice Centre, Niuvaka Trust, Homes for people, MASH, Te Tihi o Ruahine Ora Alliance, and Manawatū Tenants Union. This will support a shared collaborative direction towards the major social issue of housing insecurity.

Housing Advice Centre.

MEMORANDUM

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Welcoming Communities Annual Update

PRESENTED BY: Stephanie Velvin, Community Development Manager

APPROVED BY: Chris Dyhrberg, Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Welcoming Communities Annual Update' presented to the Community Committee on 15 March 2023.
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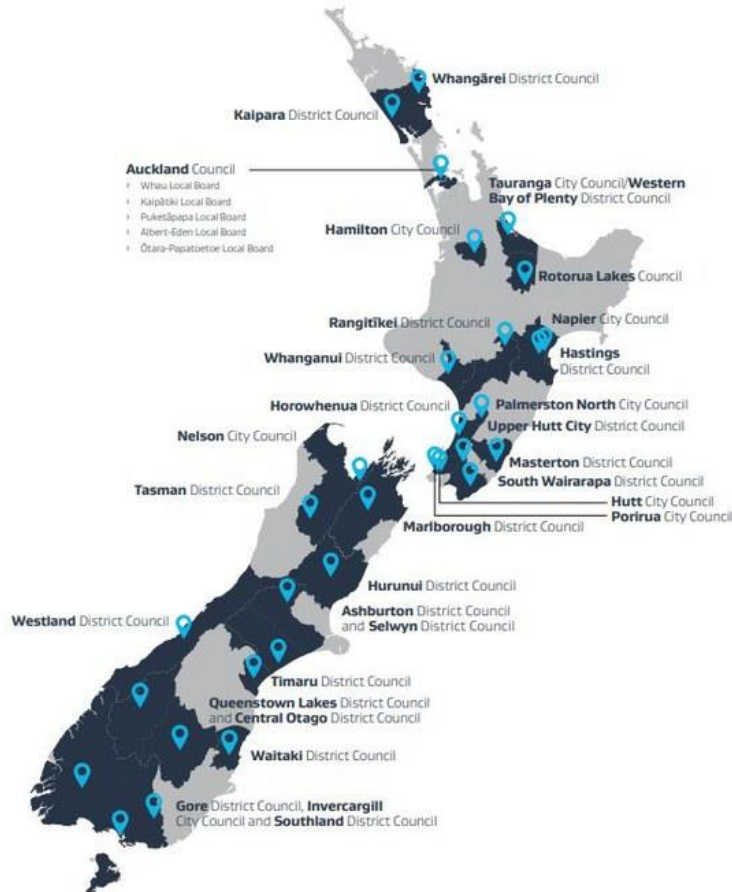
1. ISSUE

- 1.1 This report provides the annual update on the progress of the Welcoming Communities programme implementation.

2. BACKGROUND

- 2.1 Welcoming Communities - Te Waharoa ki ngā Hapori is an Immigration New Zealand led accreditation-based initiative in which Palmerston North has been a participant since 2017. The programme is based on the premise that communities which make newcomers feel welcome are more likely to enjoy better social outcomes and stronger economic growth. Intentionally building connections means everyone feels included and knows they belong; in this environment, everyone can participate in the economic, civic, cultural and social life of the community.
- 2.2 Underpinning the programme and the accreditation framework is the national Welcoming Communities Standard, which sets out what a successful inclusive community looks like across eight key outcome areas: Inclusive Leadership, Welcoming Communications, Equitable Access, Connected and Inclusive Communities, Civic Engagement and Participation, Economic Development, Business and Employment, Welcoming Public Spaces, and Culture and Identity.
- 2.3 The programme is currently being rolled out across New Zealand in stages. As of March 2023, a total of 32 Councils have joined:

Councils that are part of the Welcoming Communities Programme



- 2.4 The impact of the Welcoming Communities programme is being evaluated at a national level by a third party, on behalf of Immigration New Zealand. This is long-term monitoring which will span several years, and involves local case studies, focus groups and broad data collection to determine how well the programme is achieving its aims. Results from the 2022 phase of evaluation will be available soon. Note in addition to the national evaluation programme, local monitoring also occurs via the Annual Residents' Survey data, initiative-specific evaluation and through general community feedback gathered by the Advisory Group through their respective organisations.

3. COUNCIL CONTEXT

- 3.1 The Welcoming Communities Advisory Group Plan 2020-2023 was finalised and endorsed by Council on 17 March 2021. This Plan is a key component of the Welcoming Communities programme in Palmerston North. It sets out our local priorities for the years 2020-2023, providing a roadmap for achieving accreditation as an Advanced Welcoming Community. A copy of the Plan is appended to this memorandum for reference.

- 3.2 In the 10 Year Plan 2021-2031, Council committed to regularly developing and implementing Welcoming Plans, together with Rangitāne and our Advisory Group partners, with the intention that Palmerston North continues to be a national leader in the programme, moving from Established to Advanced accreditation towards the end of 2023.
- 3.3 It is noted that there are several other actions in the 10 Year Plan, in addition to the specific commitments above, which will contribute to embedding the programme across Council's activities. For example, 'Provide Council communication materials that are inclusive and reflect the diversity of the local community', 'Welcoming Community principles guide the inclusiveness of placemaking projects', and 'Review chamber and related spaces as inclusive public spaces, including bilingual wayfinding'. This embedment is an essential component of elevating our efforts to the Advanced level.
- 3.4 This is the fifth annual Welcoming Communities report. Additional history and context can be found in reports presented to the Community Development Committee meetings of March 2018, April 2019, November 2020 and March 2022.

4. ANNUAL UPDATE

- 4.1 The Welcoming Communities programme in Palmerston North returned to full strength in 2022, with the re-appointment of a full-time Welcoming Communities officer in June.
- 4.2 The Welcoming Communities Advisory Group remains the foundation of the programme, and they have continued to meet six-weekly to guide and coordinate the programme's implementation.
- 4.3 2022 also saw a return of events and activities which were disrupted in the preceding two years due to the pandemic, and the introduction of several new initiatives from our Welcoming Plan. Highlights of the year have included:

4.4 Welcoming Schools Pilot Programme

To deliver on 'Connected + Inclusive Communities' outcome area.

- 4.5 The Welcoming Schools pilot programme is an initiative created to enable systemic change in schools and foster an inclusive and global thinking society through education.
- 4.6 The one-year pilot has been co-funded by Immigration New Zealand, Department of Internal Affairs and Council, is also supported by Ministry of Education, Ministry for Ethnic Communities and Global Parents Support, and is being delivered by Manawātū Multicultural Council.
- 4.7 A Welcoming Schools Coordinator was employed through Manawātū Multicultural Council in May 2022. The Coordinator has made significant

progress in developing the programme, including designing a framework and Inclusivity Strength Analysis process, and has engaged with 10 schools to date.

- 4.8 Welcoming Schools framework is based on the eight outcome areas of Welcoming Communities framework:



- 4.9 An early finding is that there is significant variance in the diversity and inclusion related practices and policies of each school. Further analysis will be undertaken in the coming months, and the overall findings will be used to develop a toolkit of interventions, resources and activities which schools will then be supported to implement.
- 4.10 Funding for the second year of the pilot programme is now being sought.
- 4.11 **Multi-ethnic Education Hub**
- To deliver on 'Connected + Inclusive Communities' outcome area.*
- 4.12 Following the identification of a growing demand amongst ethnic communities to access suitable facilities for language classes, Welcoming Communities, the Ministry of Education and the Department of Internal Affairs devised the idea of co-funding a single space to meet the needs of multiple communities. A space was identified in the central city and a lease negotiated.
- 4.13 The multi-ethnic education hub started operating in May and is now supporting seven ethnic communities to hold classes to teach their first language to their community. Ministry of Education funding has covered the cost of venue hire for former refugee communities, Council's Welcoming Communities initiatives budget has contributed the cost of venue hire for

other ethnic communities, and the Department of Internal Affairs have contributed funding for learning resources required by the groups.

4.14 **Cultural Celebrations**

To deliver on 'Connected + Inclusive' and 'Culture + Identity' outcome areas.

- 4.15 2022 saw the return of large public cultural celebrations, including events held for World Refugee Day, Moon Festival, Diwali, Lunar New Year and most recently, the Festival of Cultures.

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

4.17 **Elections Support**

To deliver on 'Civic Engagement + Participation' and 'Welcoming Communications' outcome areas.

- 4.18 Welcoming Communities played a pivotal role in engaging with the multicultural communities in the run up to the local elections. Actions taken during this time included translating Council election information flyers into 14 languages and distributing them to the community via the Advisory Group. These translations were well received and proved practical notably when English Language Partners students visited the Chambers to learn about local elections.

- 4.19 Welcoming Communities also assisted Manawatū Multicultural Council to host a candidate meeting for the multicultural community at which questions raised were around inclusion, opportunities and community safety.

- 4.20 Officers also supported a Manawatū Reuniting Refugees Forum welcoming session to provide newcomer families with election information.

4.21 **Business Awards**

To deliver on 'Economic Development, Business + Employment' outcome area.

- 4.22 In November 2022, the programme supported the Inclusive Business Award as part of the Manawatū Business Awards for the second time. Sponsoring, judging and presenting this award provided a critical opportunity to highlight the value of intentional inclusivity to the business community. With eight high quality nominations to the award, it also provided an opportunity to celebrate businesses who are demonstrating excellence in this area.

4.23 **City Welcome – Pōwhiri for newcomers**

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

- 4.24 A City Welcome event was delivered in July 2022, in partnership with Rangitāne, the Manawatū Multicultural Council and other Advisory Group partners. More than 80 newcomers from Afghanistan, the Karen and Rohingya communities, Scotland and around New Zealand took part in the event.

4.25 **Welcoming Week Campaign**

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

- 4.26 International Welcoming Week, 9-18 September, was celebrated through a communications campaign including posters, infographics, and a video which featured members of our multicultural community telling their stories of belonging, inspired by He Kupu Rangatira – The Proverb Pathway. The video was received more than 2000 views.

- 4.27 During Welcoming Week, Council also launched its refreshed Welcome Packs for newcomers, with promotion on social media and local radio. As a result of the promotion, the Welcome Packs have since been redistributed through the Palmerston North Hospital (for new staff arriving in the city) and to education providers. They continue to be distributed at the iSITE, the Central Library and the Manawatū Multicultural Centre in Hancock Community House.

4.28 **Religious Diversity Day**

To deliver on 'Connected + Inclusive Communities' and 'Culture + Identity' outcome areas.

- 4.29 Welcoming Communities supported the Palmerston North Interfaith Group to deliver an event to celebrate Religious Diversity Day in August 2022. The theme of the event was 'Care for the Earth', and ten faith groups came together to connect, share blessings and plant more than 300 plants at Edwards Pit Park. There is now an aspiration for this to become an annual celebration.

4.30 **Organisational Development**

To deliver on 'Inclusive Leadership' outcome area.

- 4.31 Welcoming Communities requires Council to work towards intentional inclusivity as an organisation as well as facilitate this in the community. Throughout 2022, various activities occurred in this area, including: a workshop for Elected Members on the theme of Council's role in addressing

racism and discrimination; the development of an internal diversity, inclusion and equity working group; diversity and inclusion staff training; putting a 'welcoming lens' across a range of projects and activities; promotion of cultural competency 'cue cards' resource.

4.32 **Knowledge Sharing**

4.33 The leadership of Palmerston North in the Welcoming Communities programme has been acknowledged in various ways over the course of the year, and there have been many opportunities to share knowledge and insights. Examples include presentations to the Welcoming Cities (Australia) and Welcoming International (US based, global) networks, presentations to and regular conversations with the growing national network of Welcoming practitioners, and participation in the cultural wellbeing panel at the Local Government New Zealand conference.

4.34 Officers have been supporting new Councils as they join the programme and strengthening relationships with our regional neighbours.

4.35 The strong reputation of the programme has also resulted in invitations to contribute to the development of a number of central government projects, including the Ministry of Justice's National Action Plan Against Racism, Immigration New Zealand's Refresh of the New Zealand Refugee and Migrant Strategies, and Te Whatu Ora – Te Pae Hauora o Ruahine o Tararua MidCentral's First 1000 Days Strategy development.

5. **NEXT STEPS**

5.1 Implementation of the programme will continue with an application for accreditation at the Advanced level planned for late 2023.

5.2 In addition to sustaining the momentum regained throughout 2022, key areas of opportunity where focus will be for new or returning activities in 2023 include in the Inclusive Leadership, Welcoming Public Spaces and Economic Development, Business and Employment outcome areas.

6. **COMPLIANCE AND ADMINISTRATION**

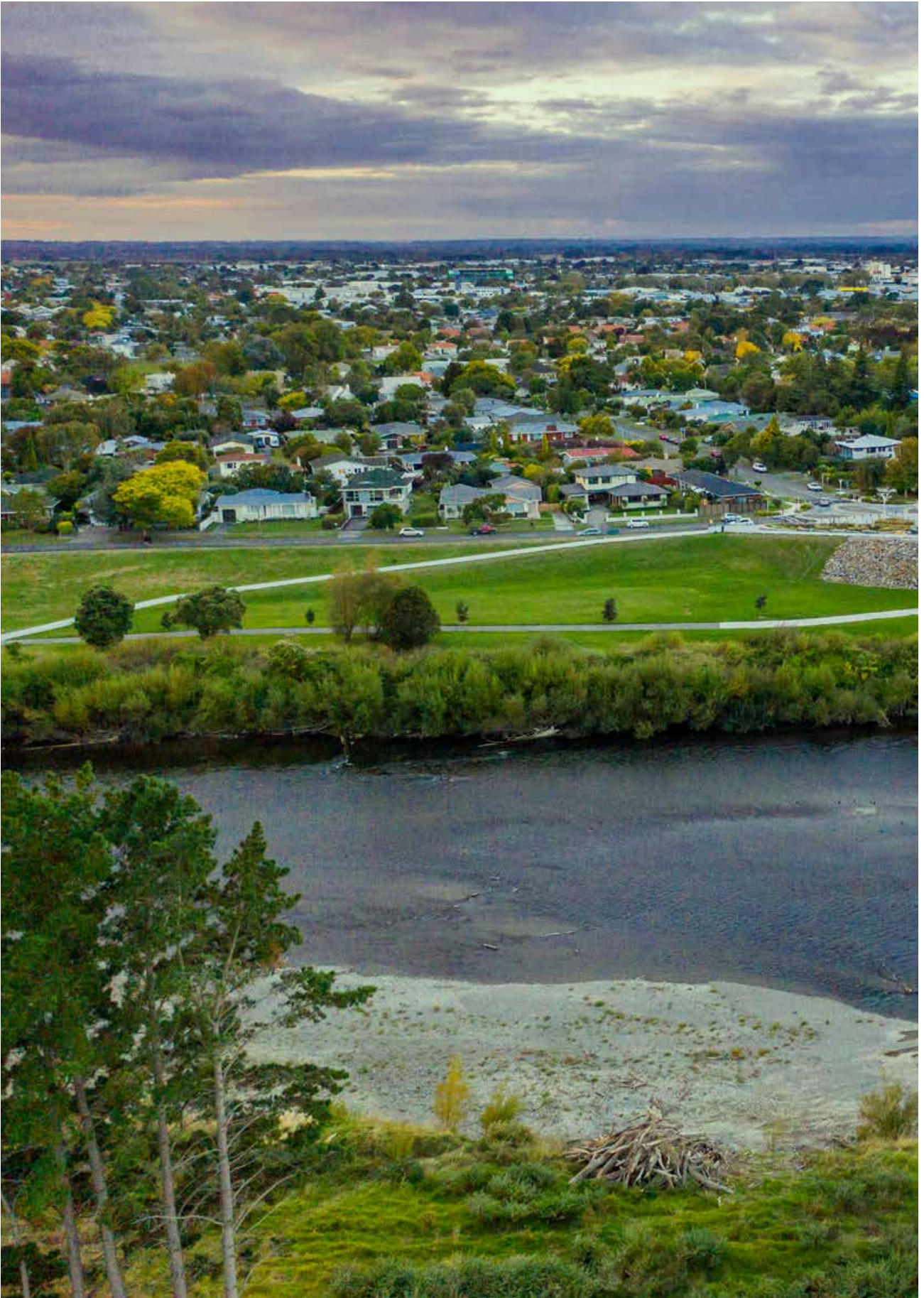
Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes

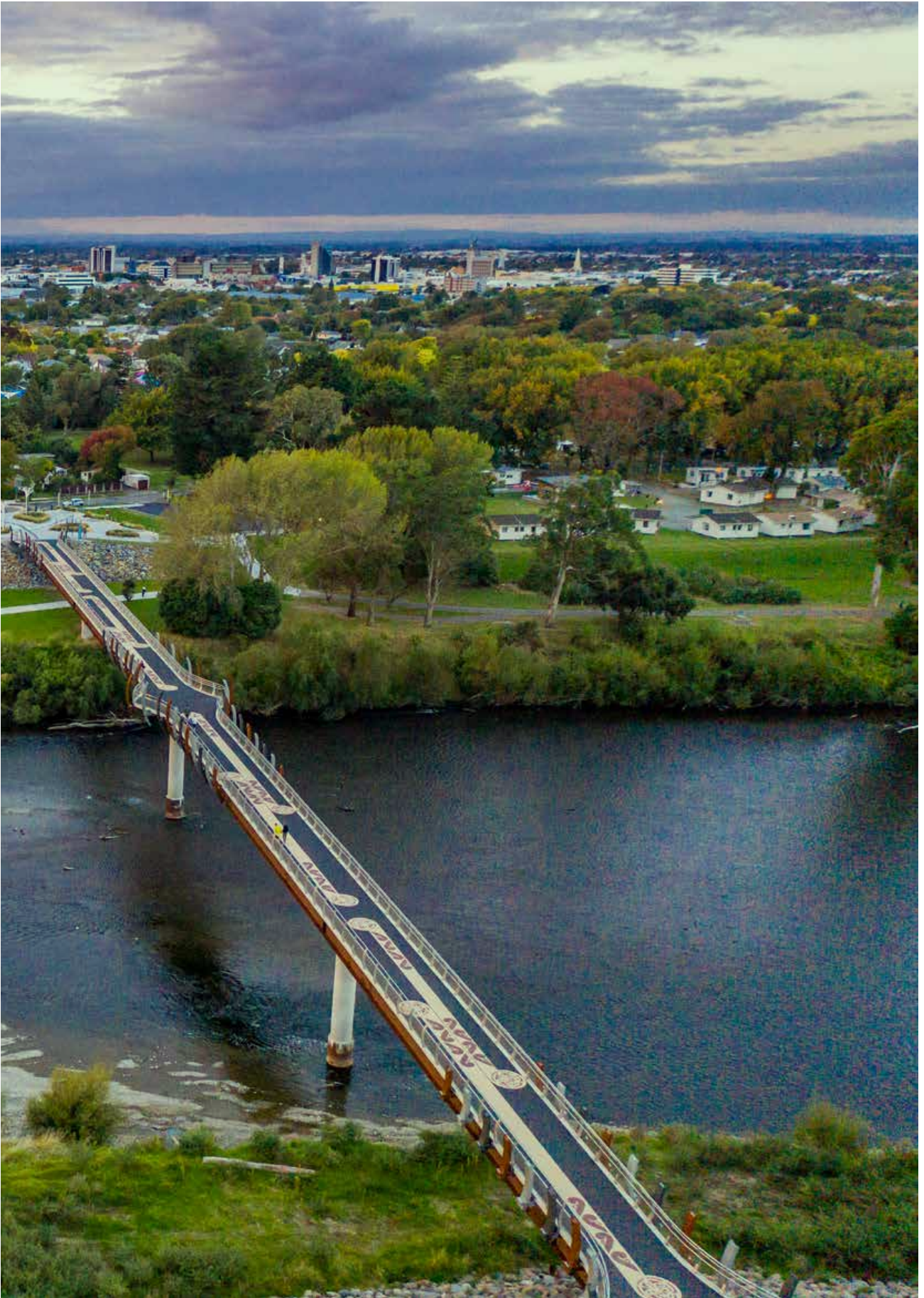
Are the recommendations inconsistent with any of Council's policies or plans?		No
The recommendations contribute to Goal 3: A Connected and Safe Community		
The recommendations contribute to the achievement of action/actions in Connected Communities		
The action is: Regularly develop and implement Welcoming Plans		
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Annual update provided as to the implementation of the current Welcoming Plan. The Welcoming Communities programme delivers across many areas of Council's strategic direction, and contributes to enhanced social, economic and cultural wellbeing in the community.	

ATTACHMENTS

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

WELCOMING COMMUNITIES ADVISORY GROUP PLAN 2020-2023





Cover image

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

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

Inside cover image

The He Ara Kotahi bridge design

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

Rangitāne o Manawatū are the mana whenua for Palmerston North.

They claim descent from the tupuna of the Kurahaupo Waka, which it is estimated, touched the shores of Aotearoa, New Zealand, in about 1200 AD from their homeland in Tawhitinui.

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

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

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

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

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

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

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

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

FOREWORD

Tēnā koutou katoa,

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

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

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

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

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

Nō reira, tēnā tātou katoa.




Mr Christopher Whaiapu
Chairman
Ngāti Hineaute Hapu Authority
Rangitāne o Manawatū

Kia ora koutou,

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

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

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

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

Ngā manaakitanga,



Heather Shotter
Chief Executive,
Palmerston North City Council



Kia ora, talofa, ni hao, bonjour, as-salaam-alaikum, namaste, kuzu zangpo la, konnichiwa, marhaban, hola – greetings to one and all.

It gives me great pleasure to endorse this second Welcoming Communities Advisory Group Plan for 2020-2023, as our community seeks to continue its momentum in this programme to make our city an even more welcoming and inclusive place to live.

The Welcoming Communities initiative provides Council and our community partners an opportunity to celebrate our increasing multicultural diversity and harness the opportunities this brings for our local economy and city vibrancy.

In June 2020, we gained city accreditation as an Established Welcoming Community, and that acknowledges not just our progress since starting the programme in 2017, but also the many years of effort our community has put in before this. We have been very fortunate to work from a base of established programmes, knowledgeable organisations and long-running events, and Welcoming Communities has provided a clear framework to help us strengthen and consolidate this existing work.

As a city and home to 130 different ethnic communities, it is important that we continue to connect with new residents to create the shared understanding and appreciation of each other that makes for a strong, positive community. I commend the Advisory Group for their efforts in developing another strong plan to drive this programme forward and encourage all our residents to engage with the activities to make Palmerston North friendlier, safer and more inclusive.

I am proud of where we have come to in our welcoming journey so far, and I look forward to seeing what further progress we can make in the next three years.

Ngā mihi,



Grant Smith
Mayor of Palmerston North





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ACKNOWLEDGEMENTS

The Palmerston North Welcoming Communities Advisory Group includes representatives from:

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

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

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



WELCOMING COMMUNITIES BACKGROUND

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

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

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

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

KEY COMPONENTS OF THE PROGRAMME INCLUDE:

KNOWLEDGE SHARING AND NETWORKING

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

THE WELCOMING COMMUNITIES STANDARD

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

CELEBRATING SUCCESS

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

ACCREDITATION FRAMEWORK

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

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

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

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

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

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



THE LOCAL CONTEXT

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

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

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

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

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

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

EXECUTIVE SUMMARY

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

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

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

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

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

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

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

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

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

INCLUSIVE LEADERSHIP



Framework from the Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

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

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

WHERE WE WANT TO BE

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

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

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

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

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



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



WELCOMING COMMUNICATIONS



The Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

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

WHERE WE WANT TO BE

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

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

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

ADVISORY GROUP ACTION PLAN 2020 – 2023

Sub-outcome

Existing work to continue:

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 2a. Continue to conduct informative communications campaigns to promote the ideas of the programme to residents, with a focus on sharing the benefits of diversity and migration for our city. Current examples include #WithRefugees for World Refugee Day, and Welcoming Week. | 2.1 |
| 2b. Continue to provide Welcome Packs and City Welcome sessions for newcomers. Review content and design of Welcome Packs for relevance in fourth quarter 2020. Involve locals in this review process, to engage them in the programme further and get them thinking about the experience of being new to the city. | 2.3 |

New activities and initiatives:

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| 2d. Establish regular positive profiles in local media to highlight individuals, organisations and initiatives, new and existing, which reflect the Welcoming Communities principles. Target publications include local newspapers and radio, the Palmy Proud magazine, and local non-English newsletters and newspapers. | 2.1 |
| 2e. Create a range of engaging infographics based on the 2018 census data, as a tool for council and the community to be better aware of the demographics of our city. Update and re-promote these as new data becomes available. | 2.2 |
| 2f. Create a best practice guide for data collection for partner organisations (for example, those which Council contracts through Strategic Priority Grants) to create a common language to produce better quality information about use of services. | 2.2 |
| 2g. Advisory Group members commit to featuring a diverse range of voices and faces in the activities, documentation and promotional materials produced by their organisations, as an example for other organisations in their respective sectors. | 2.4 |

EQUITABLE ACCESS



Framework from the Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

WHERE WE WANT TO BE

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

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

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

ADVISORY GROUP ACTION PLAN 2020 – 2023		Sub-outcome
Existing work to continue:		
3a. Continue to support local research into ways to make our community more connected and inclusive, to learn more about where the gaps, opportunities and successes exist currently. Use research findings to inform and improve the implementation of welcoming activities.		3.1, 3.2
3b. Continue to provide Welcome Packs and City Welcome sessions for newcomers. Review Welcome Packs content and design for relevance in fourth quarter 2020. (Repeat of 2b).		3.3
3c. Continue to support, promote and connect local programmes and groups which have a focus on equitable access and reducing barriers. For example, Digits Charitable Trust who facilitate technology access, and Replay who facilitate access to sports and games equipment.		3.3
New activities and initiatives:		
3d. Conduct or contract local research into barriers for newcomers accessing public services, including healthcare and transport, and then trial ways to reduce these barriers.		3.1
3e. Actively promote and facilitate opportunities for newcomers to contribute to all consultation opportunities, for example when new services or facilities are being designed. Work with those designing consultations to ensure opportunities to contribute consider the different needs of culturally and linguistically diverse communities.		3.2
3f. Work with funders to ensure culturally and linguistically diverse community groups have access to appropriate information and support around local and national funding opportunities.		3.1, 3.3
3g. Achieve better connection with and influence in other existing interagency strategic groups, such as the Kotahitanga Alliance.		3.1, 3.2



CONNECTED + INCLUSIVE COMMUNITIES



Framework from the Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

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

WHERE WE WANT TO BE

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

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

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

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

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



ECONOMIC DEVELOPMENT, BUSINESS + EMPLOYMENT



Framework from the Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

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

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

WHERE WE WANT TO BE

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

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

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

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

CIVIC ENGAGEMENT + PARTICIPATION



Framework from the Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

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

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

WHERE WE WANT TO BE

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

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

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

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

WELCOMING PUBLIC SPACES



Framework from the Welcoming Communities Standard:

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

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

WHERE WE ARE NOW

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

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

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

WHERE WE WANT TO BE

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

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

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

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



CULTURE + IDENTITY



Framework from the Welcoming Communities Standard:

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

- 8.1 Receiving communities and newcomers share and celebrate their cultures with each other, facilitated by the council and others in the community.
- 8.2 Newcomers and the receiving community understand what values they each hold dear.

WHERE WE ARE NOW

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

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

WHERE WE WANT TO BE

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

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

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



APPENDIX 1

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

Key for sub-outcome categorisation:

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

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

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

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

INCLUSIVE LEADERSHIP

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

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

WELCOMING COMMUNICATIONS

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

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

EQUITABLE ACCESS

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

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

CONNECTED + INCLUSIVE COMMUNITIES

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

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

ECONOMIC DEVELOPMENT, BUSINESS + EMPLOYMENT

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

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

CIVIC ENGAGEMENT + PARTICIPATION

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

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

WELCOMING PUBLIC SPACES

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

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

CULTURE + IDENTITY

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

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

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

APPENDIX 2

EVALUATION PLAN

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





Palmerston North City Council

pncc.govt.nz | info@pncc.govt.nz | 356 8199 | Private Bag 11034, Palmerston North, 4442



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

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

MEMORANDUM

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Update on Response to Homelessness

PRESENTED BY: Stephanie Velvin, Community Development Manager

APPROVED BY: Chris Dyhrberg, Chief Customer Officer

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Update on Response to Homelessness' presented to the Community Committee on 15 March 2023.
-

1. ISSUE

- 1.1 This report is a response to the Community Development Committee's request on 9 March 2022 that the Chief Executive conduct a feasibility study to investigate how a targeted and coordinated response to address homelessness using the Housing First model, which may include a night shelter, could be supported in Palmerston North.
- 1.2 This was in turn a response to a resolution from the Long-Term Plan that the Chief Executive investigate options for a night shelter and report back to the Community Development Committee in the 21/22 year with options, timeframes and costs of a feasibility study.
- 1.3 As a result, a study was completed between May and November 2022. The final report from that study is appended to this memorandum.
- 1.4 The scope of the study, as per the [March 2022 report](#) to the Community Development Committee, was:
 - Reconfirming and obtaining more detailed information around local issues and needs
 - Investigating options for a local model and mechanisms to implement this, including scoping partners, structures and roles, costs and timeframes to establish
 - Determining a plan of action for the coordinated response, including options for specific actions (which may include a night shelter), with costs, details and timeframes
 - An assessment of the priority of the suggested actions

- 1.5 This memorandum provides an overview of the findings of the study, and an update on steps taken to date to progress the study's recommendations.

2. BACKGROUND

- 2.1 There were multiple submissions from the community to the 2021-2031 Long Term Plan around housing, including several which highlighted issues in the availability of emergency accommodation. At that stage, Council determined that there was value in an early investigation report to provide data, further context and information around options, timeframes and costs of a feasibility study, to determine what role Council might have in addressing these issues.
- 2.2 The early investigation report was presented to the Community Development Committee in March 2022, and as a result a further study was requested to provide further information on how a targeted and coordinated response to address homelessness using the Housing First model, which may include a night shelter, could be supported in Palmerston North.
- 2.3 In the March 2022 report, information was provided as to the local context; current information indicates that the size of the homelessness issue in Palmerston North remains significant, with 729 applicants on the Ministry of Social Development Housing Register as at September 2022.
- 2.4 The study was commissioned in April and was conducted between May and November. It is noted that there were challenges with engagement during this period due to a wave of Covid-19 in the community; this made meeting stakeholders and community to contribute to the work difficult, and several catch up sessions were required to ensure critical views were gathered.
- 2.5 Officers also note that, in parallel with the study, there were other discussions and activities which have added to the momentum which currently exists around this issue, including the strong housing theme of the 2022 Social Wellbeing Forum.

3. OVERVIEW OF STUDY FINDINGS

- 3.1 The study found that there is strong demand for Council to take an increased coordinating role in addressing housing insecurity, with the suggestion of a collective impact model to improve cross-sector collaboration and explore Housing First implementation. There were findings around access to information and services, and some suggested 'quick wins'.
- 3.2 With regards to a night shelter, the finding was that there would be merit in a safe space and service being available overnight, and suggestion that an existing social service provider could be supported to explore an extension of their services; significant expertise is needed to navigate the complexities of such a space. The study also suggests that there is room to further explore

how this service would work alongside existing emergency housing provision and purpose.

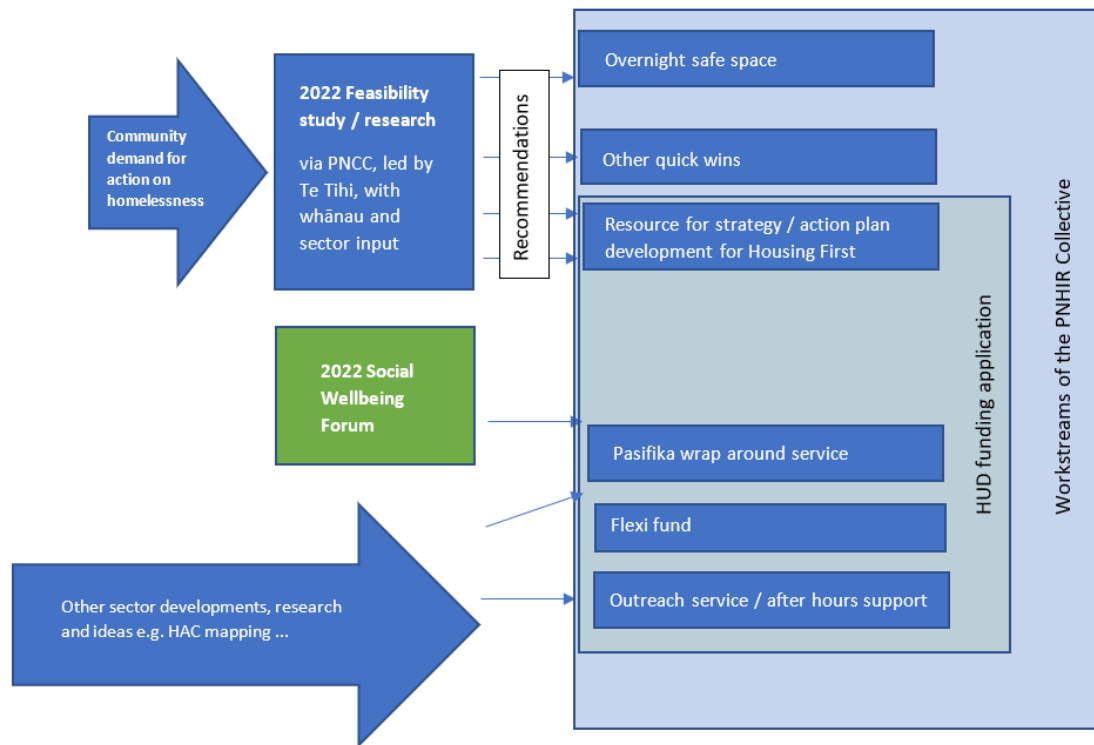
- 3.3 Officers view that this study has provided valuable insights and validation to inform a coordinated response to homelessness and housing insecurity in Palmerston North.

4. ACTION TO PROGRESS RECOMMENDATIONS AND IDEAS

- 4.1 Due to the nature of the study's recommendations, and a funding opportunity which presented in December/January, work has continued beyond the completion of the study and some positive outcomes are already being achieved.
- 4.2 With the endorsement of the wider Housing Needs Monitoring Group, a core group of stakeholders have formed a collective working group to progress the recommendations and have been meeting regularly, referred to as the Palmerston North Housing Insecurity Response Collective, or PNHIRC³. The group currently includes Housing Advice Centre, Homes for People, MASH Trust, Niuvaka Trust, Te Tihi o Ruahine Whānau Ora Alliance and Manawatū Tenants Union.
- 4.3 Council has taken on a coordination or backbone support role for the PNHIRC, and this is being delivered within existing resource. An agreement between the participating groups to underpin the work is currently being developed.
- 4.4 Throughout December and January, the group prepared and submitted an application for funding from the Ministry of Housing and Urban Development's Local Innovation and Partnership Fund. This Fund supports local work and projects that respond to and prevent homelessness. This is the third and final tranche of the Fund, and Manawatū received no funding in the first or second tranches.

³ Note this is a current working title for the group, subject to change through the development of the group's working agreement.

4.5 A depiction of the current proposed workstreams of the PNHIRC follows:



4.6 This visual shows the four integrated workstreams which have been incorporated in the funding proposal (within the green rectangle), including:

1. Development of a shared strategic plan for, and implementation of, a local Housing First model.
2. Wrap around Pasifika support service. Adding capability to an existing Pasifika service provider to empower communities to achieve their housing aspirations and reduce overcrowding.
3. Outreach service for people sleeping rough; enabling relationships to be built, to gain a better understanding of who, their needs, and how best to connect into housing and other supports.
4. Flexi fund for urgent intervention where there is a risk of housing loss due to barriers to maintaining the tenancy. Eg. cleaning costs, rubbish removal, short term pet care etc.

4.7 The elements not included in the HUD application (within the blue rectangle) did not meet the fund criteria. However, with regards to the overnight safe space, officers are in early conversations with possible service providers who

could explore this recommendation further. Officers will keep elected members informed of progress.

5. RANGITĀNE O MANAWATŪ VIEWS

5.1 Rangitāne o Manawatū were consulted during the course of the study and are aware and supportive of the application for funding.

6. NEXT STEPS

6.1 A result from the Ministry of Housing and Urban Development funding application is expected in June 2023. Elected members will be informed of the result.

6.2 In the meantime, officers will continue to coordinate the PNHIRC. This will include investigating other external funding avenues to support the recommendations and proposed workstreams.

6.3 Should additional budget be required to further this work, it would be brought to Council as part of the Long-Term Plan discussions and prioritisation of work streams.

7. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to Goal 3: A Connected and Safe Community	
The recommendations contribute to the achievement of action/actions in Connected Communities	
He whakaū i te hauora o te hāpori, e whai wāhi ai te katoa ki te whare noho me te paenoho kiritata hauora, haumaru anō hoki.	
Ensure the city has a healthy community where everyone has access to healthy, safe and affordable housing and neighbourhoods.	
He tautoko i ngā hāpori ki te whakatutuki i ō rātou awhero.	
Support communities to achieve their aspirations.	

Council participates in or facilitates collaborative networks designed to share resources and increase community impact.

Council takes the lead from communities in understanding how it can support projects and services that are of value to them, and where possible provides communities with the resources to deliver their own initiatives.

The action is: Advocate for increased support for local and national initiatives to increase the provision of warm, safe and accessible housing for people on low incomes in Palmerston North; Provide advice, including governance support, funding expertise, and event and project support, to communities and for-purpose organisations.

Contribution to strategic direction and to social, economic, environmental and cultural well-being	Housing security is fundamental to overall wellbeing.
----------------------------------------------------------------------------------------------------	-------------------------------------------------------

ATTACHMENTS

1. Recommendations Report for Palmerston North City Council [↓](#) 

Housing Insecurity

Recommendations Report for
Palmerston North City Council



November 2022

Prepared in 2022 by

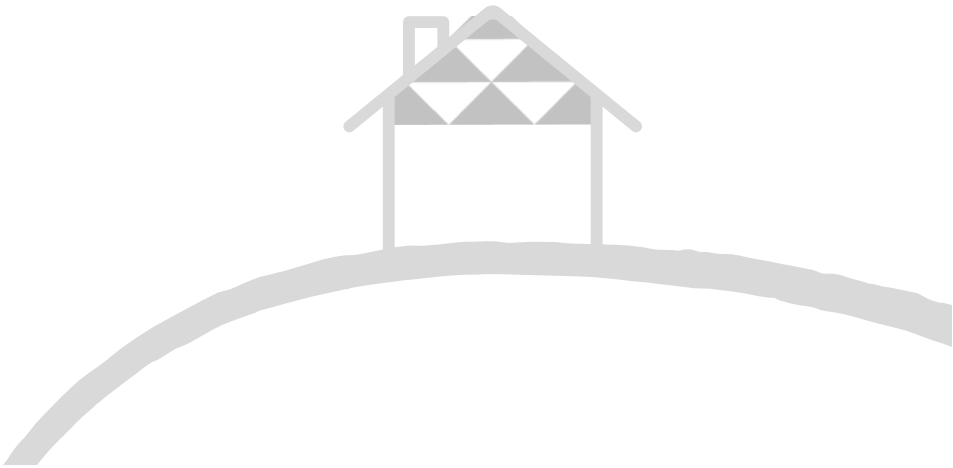


As well as supporting the delivery of the Whānau Ora Navigation service across the Mid-Central District since 2012, **Te Tuahiwi o Te Tihi** mobilise Kaupapa Māori and Māori centred Innovation solutions through the design and development of processes, programmes and products that are committed to realising the aspirations and wellbeing of Whānau, Hapū, Iwi and hapori Māori.



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Executive Summary

Te Tihi o Ruahine Whānau Ora Alliance (Te Tihi) has provided the following recommendations report for the Palmerston North City Council which addresses feedback received regarding the impacts of the broader determinants of housing insecurity from community perspectives, opening up conversations beyond the stereotypical picture of who is homeless and shifting discourse from homelessness to secure housing, creating aspirational thinking. Through engagement with key stakeholders in the housing sector as well as those with lived experience of housing insecurity, we have received rich information to inform a way forward for consideration by the Council. This engagement feedback builds upon the previous data and literature review information to culminate in a report of recommendations for the Council.

The focus groups and interviews provided opportunity to meet kanohi-ki-te-kanohi (face to face) with community stakeholders and whānau with lived experiences of housing insecurity within family and/or systems. It must be noted that a limitation was the timeframe in which to consult on such a broad area as housing insecurity and further exploration is warranted in order to ensure the best approach forward for our City to address this challenge.

The key themes from the engagements aligned to *Whānau Advocacy*, *Secure Housing*, and *Opportunities* with additional sub-themes pushing for systemic change in advocacy, improved access to housing, and advanced opportunities that deliver collaborative solutions to meet the needs of whānau experiencing housing insecurity. The Insecure Housing Continuum visually highlights the *Drivers of Housing Insecurity*, *Housing Systems*, and *Housing Security* suggesting the initial literature review findings reiterate struggling communities consistently meet discriminatory practices within systems and societies. Housing insecurity can reflect aspirational change if there is a collaborative effort across systems to achieve this change.

Collective Impact is an internationally recognised framework grounded within the fundamentals of community led development and can in this instance provide a structure to address housing insecurity across our City. Collective impact by definition acknowledges that no one entity can resolve the challenges faced by such an immense issue as housing insecurity and therefore a collective response across our City is required and we heard clearly that the sector is ready to come together.

Recommendations

When Te Tihi were approached to do this mahi we were clear in our intention to broaden the scope of the proposed approach focussed on the feasibility of a Night Shelter. This broadening was proposed due to the lack of documentation and evidence that the aspiration to develop a Night Shelter was a community led solution, informed by their voice.

A broadening of the scope essentially meant going back into the community to understand the wider context of 'homelessness'. Within this scope we would explore the lived experience of our communities who were homeless, understand the service landscape that already exists to support our communities within this context, and identify where the greatest points of opportunity were for PNCC to invest and play a leadership role.

It is unsurprising that the housing shortage reinforced the need for more housing stock and should remain a long-term approach to housing security. However, the current environment strongly requires attention and presents opportunity to better support community in the short-term through a more cohesive and transparent approach. These opportunities include investment in connected service settings to create an approach that is more cohesive and easier for community and stakeholders to navigate.

This report has presented the recommendations due to the broadening scope which has brought to the forefront the extent of housing insecurity across our City and the expansiveness of those who are affected by this environment. As highlighted in the report, there are a number of housing specific providers operating in the City however there is an abundance of social and health services who have a significant role in supporting people dealing with the consequences of inadequate and insecure housing. Collective Impact provides a framework for coordinating these services and providing overall direction with implementing the recommendations we have presented in this report.

Collective Impact

A Collective Impact Framework proposes that not one organisation or entity is able to affect wide ranging change and that it requires a collective approach. The Collective Impact framework contains five core conditions including the development of a common agenda; using shared measurement to understand progress; building on mutually reinforcing activities; engaging in continuous communications and providing a backbone to move the work forward.

Collective Impact is an internationally recognised framework based on the principles of community led change and is not only service delivery focused but also looks to impact systemic policies. With Collective Impact, communities can actively participate in locally designed and implemented innovative solutions rather than be recipients of other programmes that are not tailored for our communities. There are many recognised and successful programmes operating in different parts of the country such as Housing First, and the Council will need to consider if they want a programme such as this or if the idea of involving the community to design a 'fit for purpose' programme is more desirable.

Exploration of the service settings within our City highlighted the extensive disconnection and siloed approaches to support our community who experience housing insecurity. Further, these approaches each have a specific focus on a particular sector and community within the housing continuum. Services are often constrained by organisational policy to achieve outcomes in their primary sector and not taking a cross sector approach to closing these gaps. These supports range from health and social services addressing the drivers of homelessness, transitional and emergency housing, social housing, private housing and home ownership. Overall, there are lots of service supports for housing insecurity within Palmerston North. However, these supports require better alignment and partnership and to have greater line of sight and connectivity to the next step of the housing continuum. Lack of sight across the housing continuum is compounded by internal issues within services around advocacy, accessibility and system literacy that are barriers to our community to be self-determining.

These recommendations are therein a reflection of this broadened understanding of need for our community who experience homelessness, grounded in the aspiration to attain Housing Security. We are therefore recommending a Collective Impact approach and the following articulates this.

Key Recommendations

Establishment and Coordination of an Interim Housing Security forum or network to mobilise these recommendations.

PNCC as a neutral player across the housing security continuum is best placed to coordinate this space. This should foster a collective approach to homelessness, that is underpinned by the aspiration of housing security for our community. This work advocates Collective Impact as an approach that the council and wider community has experience in.

Development of a tool and resource that provides line of sight across the vast landscape of service supports for communities experiencing homelessness.

This tool should be updated periodically and enable communities and service providers to make informed decisions and to navigate the housing system more easily whilst also recognising cross sector opportunities for collaboration to improve outcomes for those experiencing housing insecurity.

Investment in existing providers for over-night shelter options.

Further discussions with current providers is required by PNCC to make a decision on individually funding an extension of current services. A form of night shelter was discussed and whilst it has a place, the difficulty was in defining who would this service be for as the face of homelessness is much broader which raised questions about how a night shelter works alongside current emergency housing service provision and purpose.

Investment in community spaces and resources that those who experience homelessness can access with ease.

An example of an innovative 'quick win' initiative the Council could consider is to provide fixed phone charging cords that are attached to vehicle charging stations. These hubs could be placed centrally as they are in the Square which is also close to toilet and shower facilities. Not only would it be beneficial for those experiencing homelessness but also the wider public. For example, a participant spoke about a church putting the power cord outside of the window so people could charge their phones. Having a cellphone is a necessity these days and also provides a form of communication and connectivity with support services.

Costings

The following tables provide a breakdown of recommendations and associated costs. We wish to highlight that Recommendation 1 will be inclusive of the functions in Recommendations 2, 3 and 4 if the Council chooses a Collective Impact approach. Should the Council wish to implement these recommendations individually then the costs would reflect this.

Recommendation 1

Establishment and Coordination of a Housing Security forum or network (expected duration - 1 year)

Role	Approximate funding per annum	Duration	Notes
Project Coordinator (PNCC)	\$140,000	On-going	Subject to PNCC FTE pricing structure.
Collective Impact Consultant <ul style="list-style-type: none">• Project Management• Data and Tech Infrastructure• Strategic Relationships and Governance• Collective Impact Methodology expertise	\$110,000	1 year	PNCC to do due diligence on sourcing this expertise. The consultant will work closely with the PNCC coordinator to ensure all knowledge is held with PNCC.

Recommendation 2

Development of a tool and resource that provides line of sight across the vast landscape of service supports for communities experiencing homelessness.

Function	Approximate funding per annum	Duration	Notes
Project Design <ul style="list-style-type: none">• Design	\$140,000	1 year	Design and investigate current or new build options for the development of a tool that has the ability to share information across multiple organisations and sectors.
Project Implementation <ul style="list-style-type: none">• Data• Tech	TBC	1 year	Costs will be dependent on specifications and technology of the tool
Maintenance	TBC	On-going	As above

Note: TBC indicates there is further scoping and exploration to be included to be able to provide a fair and indicative costing.

Recommendation 3

Investment in existing providers for over-night shelter options.

Function	Approximate funding per annum	Duration	Notes
Project Design <ul style="list-style-type: none">• Design	\$140,000	1 year	Further in-depth discovery of current providers and the ability/ desire for PNCC to co-invest for the extension of current pilots or services.
Project Implementation <ul style="list-style-type: none">• TBC• TBC	TBC	1 year	Investment will be dependent on the above outcome.
Maintenance	TBC	On-going	As above

Note: TBC indicates there is further scoping and exploration to be included to be able to provide a fair and indicative costing.

Recommendation 4

Investment in community spaces and resources that those who experience homelessness can access with ease.

Function	Approximate funding per annum	Duration	Notes
Project Design <ul style="list-style-type: none">• Design	\$140,000	1 year	Design of innovative actions that can benefit those experiencing housing insecurity as well as be available for all residents of Palmerston North.
Project Implementation <ul style="list-style-type: none">• TBC• TBC	TBC	1 year	Investment will depend on individual innovative actions that will be pursued by PNCC.
Maintenance	TBC	On-going	As above

Note: TBC indicates there is further scoping and exploration to be included to be able to provide a fair and indicative costing.

Introduction

Palmerston North City Council's (PNCC) goals are for Palmerston North to be a city where everyone feels connected and included, where people have access to the housing they need; opportunities to connect with others, and communities have access to accessible and appropriate social support.

In the Council's 2021-2031 10 Year Plan, PNCC had identified homelessness as an issue in response to submissions relating to emergency housing and requested that options relating to a night shelter be considered. Therein, the Chief Executive was tasked to "investigate options for a night shelter and report back to the Community Development Committee in the 21/22 year with options, timeframes and costs of feasibility study." (PNCC Minutes, 9/03/2022)

Te Tihi was approached to lead this piece of work however had put forward that to understand a need for accommodation such as a night shelter was to understand the broader environment of housing insecurity being experienced by people across the City. With this proposal the Council agreed to broaden the parameters of the original request to take this perspective into account and structure this piece of work.

Te Tihi stated that we would utilise a whānau centred design approach and look at the broader environment of Housing Insecurity enabling a more informed view of what the need for safe shelter was for people. This means our exploration of this kaupapa would be grounded in the needs and aspirations of whānau, communities and stakeholders. Utilising whānau and community engagement as a basis we were able to host 2 focus groups and 4 individual meetings to gain a preliminary understanding of housing needs for those who may utilise a night shelter and those who have lived experience of housing insecurity.

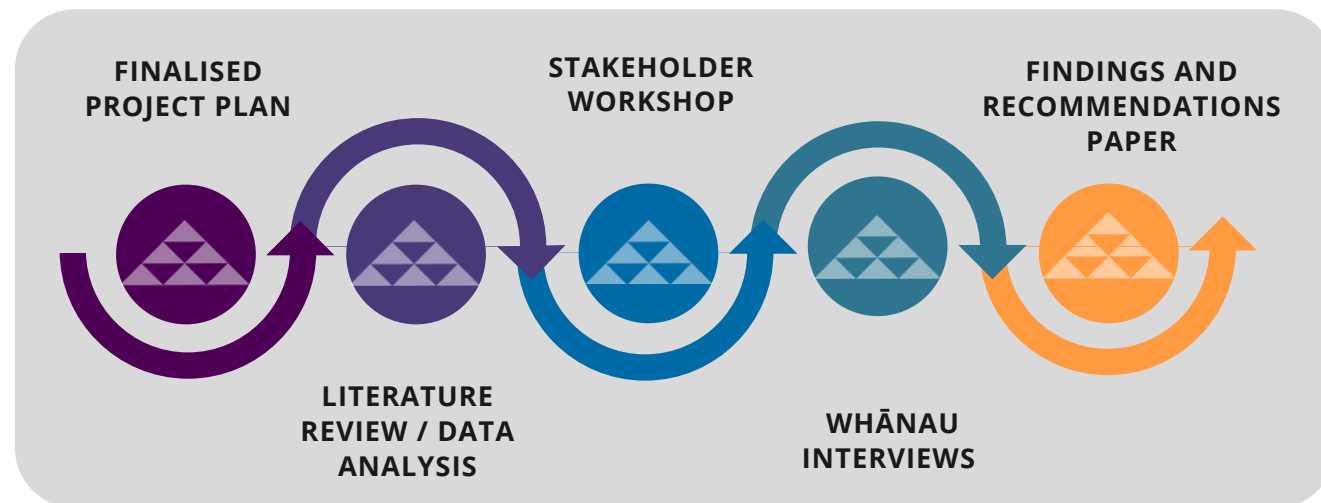


Project Aim

The aim of this work is the development of a Recommendations Report to mobilise an approach to address housing insecurity within Palmerston North, taking into account the parameters for a night shelter. The design approach for this piece of work utilised a Kaupapa Maori design methodology- Pikorua and was informed by:

- A national and local view of housing insecurity through a literature review using existing research and knowledge;
- Data informed analysis portraying the impact of housing insecurity and homelessness;
- Engagement workshop with those having lived experience of housing insecurity and how their experiences can inform solutions of change;
- Engagement workshop with key stakeholders in the housing sector as well as those in sectors that support people experiencing housing insecurity. This enabled stakeholders to define their role in how they can be levers to solutions for Housing Insecurity that are informed by whānau.

Project Milestones

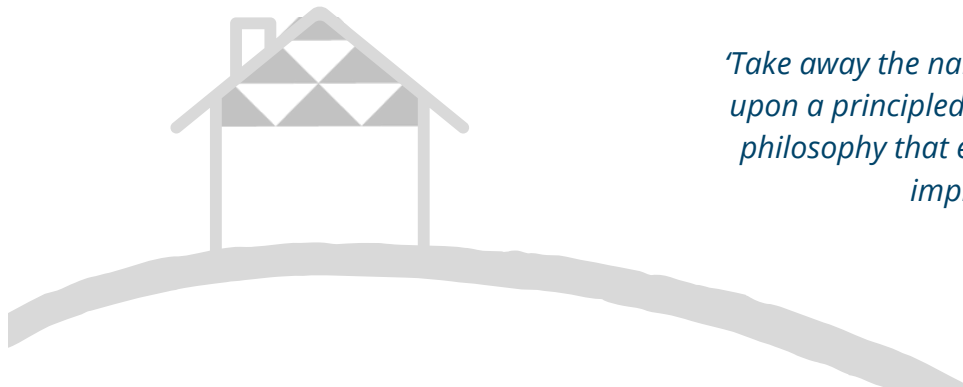


Background

Night Shelter to Housing Insecurity

The concept of a Night Shelter in the City is the catalyst that spurred this piece of work. Te Tihi's decision (supported by PNCC) to take a broader perspective on housing insecurity does not deter from a Night Shelter as a viable option in our City, but rather opened the conversation to understand the broader determinants of Housing Insecurity and the breadth of people within our communities who experience living in their cars, sleeping on people's couches, living in overcrowded conditions, sleeping rough and so forth. The stereotypical picture of who is homeless is now more intense in who that encompasses, and it would be remiss of this work to not highlight that.

The homeless are now the mother and her children who have experienced domestic violence and living in emergency motel accommodation, the Papa raising his children on his own because of the ramifications of Mum's drug addiction, the young person coming out of jail with nowhere to go because of bridges burnt between relationships, the older man who has experienced unaddressed mental health issues all his life and has nowhere to go because of his behaviour so is now living out of his car, the teenager who has fallen out with her whānau and now couch surfing, the two families having to live in overcrowded accommodation whilst waiting for another bigger house or the middle aged gang member who cannot access housing because of his gang affiliations. These are now some of the faces of homelessness in our City, it is not just the middle aged men begging on our streets. It is likely that the true picture of homelessness in our City is not fully recognised because the unseen communities remain hidden from public view.



'Take away the name Night Shelter' sent a strong message. Base it upon a principled based kaupapa, built upon a strong ethos and philosophy that expects nothing in return but a commitment to improve outcomes for those involved.

Defining Homelessness

The literature review showed being homeless extends beyond 'living on the streets' and 'sleeping rough'. Therefore, whānau living in transitional housing, garages, cars, or with extended whānau are considered 'a living situation where people with no other options to acquire safe and secure housing' - are homeless.

Stats NZ (2014, p.5) defines homelessness as:

- a living situation where people with no other options to acquire safe and secure housing;
- are without shelter;
- in temporary accommodation;
- sharing accommodation with a household;
- living in uninhabitable housing.

The literature review also found key areas that have significant relevance to understanding housing insecurity and has unpacked subsequent themes relating to these areas:

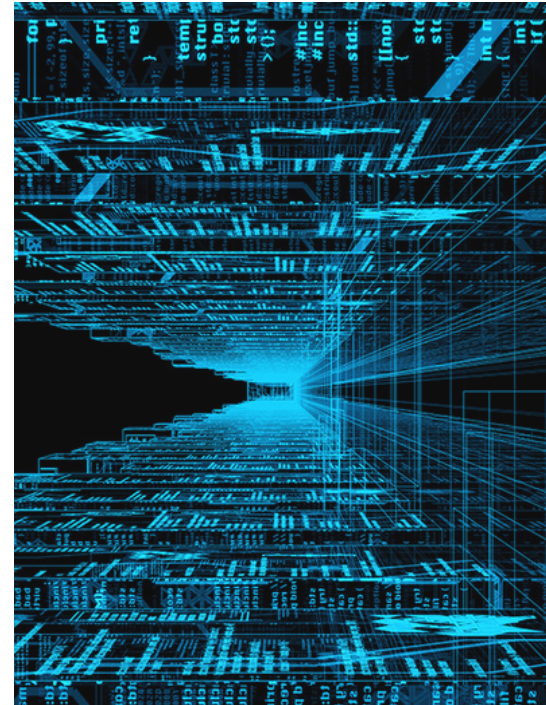


Data Informed

When looking at the Data, we see that the Central Region has a higher average than the national with 3% of the region experiencing housing deprivation compared to the national average of 2.2%. We also see that 51% of those on the housing register identify as Māori.

The financial assistance from Ministry of Social Development (MSD) to support people with their regular living and rental costs runs into the millions and is now impacted by the costs to keep people in emergency and transitional housing.

This data demonstrates that short term shelter provided options as people waited to be housed in social housing. Unfortunately, the deepening housing crisis has shifted the existence for many who wait, the emergency space no longer the short-term option but the lengthier and more tedious option. The impact, whānau have nowhere to go simply because there is just nowhere to go.



Methods and Tools

Primary Data

The primary data reflects qualitative methods used for this report and includes Focus Groups and additional Interviews, while Thematic Analysis of the raw data creates a lens to review the outcomes of the narratives objectives.



Stakeholder
Focus Group



Whānau
Focus Group



Combined Participant
Focus Group



Stakeholder Interviews

Secondary Data

The secondary data draws on existing information sourced from qualitative and quantitative secondary sources and supports our initial research undertaken for the Project Plan, Literacy Review, and National vs Local comparison: A Housing Security Data Profile.



Data Insights



Literature Review

Focus Groups

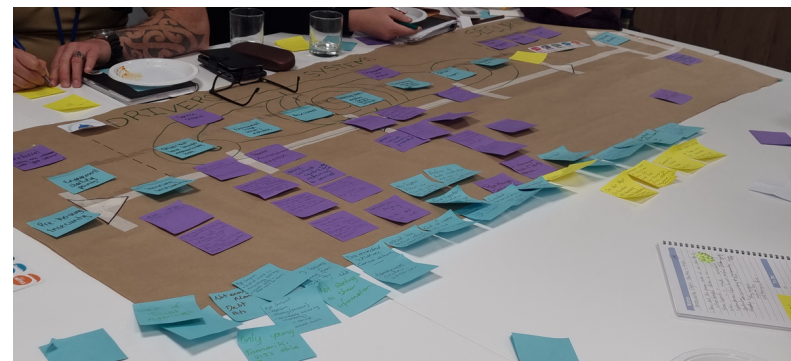
The objective of each focus group was to develop a shared understanding of the issues faced when accessing safe and secure housing in Palmerston North. Specific questions to identify the services available to whānau and the challenges faced by whānau considers insight to their subjective experiences. Our focus also contemplates the opportunities and solutions for improvement to support a baseline for what this potentially looks like for whānau moving forward. Stakeholder views were gathered to understand where they saw challenges and opportunities to improve service delivery to whānau .

	Stakeholder Focus Group	Whānau Focus Group	Combined Focus Group
			
	1st September 2022 Te Tihi, 200 Broadway Ave	22nd September 2022 Te Tihi, 200 Broadway Ave	26th October 2022 Mana o te Tangata Orchard Road, Massey
	14 participants	11 whānau	14 participants
	Community, Non-Government, Kaupapa Māori, Iwi, and Government Organisations	Whānau lived experience of homelessness and housing insecurity	Whānau and kaimahi of Mana o te Tangata
	Gave direct and indirect involvement to the housing pathway	Gave direct and indirect experience to the housing crisis	Gave direct and indirect experience to the housing pathway

Stakeholder Interviews

Clashing timetables resulted in stakeholder interviews with kaimahi located in Palmerston North from the following services: Homes For People, Mana o te Tangata, MASH, and Te Huihuinga Hokioi.

These meetings give unique insight into the experiences and vision of dedicated practitioners working alongside community members who are massively disenfranchised from services and supports for a multiplicity of reasons. Interviews were conducted face-to-face using an unstructured approach to gather narrative.



Thematic Analysis

A thematic analysis of the raw data collected from the focus groups and structured interviews allowed the information to analyse developing themes.

The process of gathering information from whānau relied on an aspirational starting point – namely What does secure housing look like to you? This enabled participants to understand, then quantify their current lived experiences against how close or distant they were to the aspiration of secure housing tenure.

Findings and Analysis



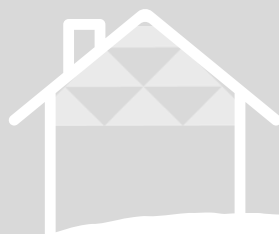
Housing Insecurity Continuum



**Drivers of
Housing Insecurity**

**Housing
Systems**

**Housing
Security**



Drivers of Housing Insecurity

Drawing together the information found in the literature review, we were able to qualify through the engagement feedback that the drivers affecting the Wellbeing of people can be found in system barriers, discrimination, personal and institutional racism and bias and the inequity experienced by those already struggling within our communities. Lack of financial literacy and unemployment are strong indicators of where the affordability of adequate housing means options are narrow, and self-determination of housing location is compromised. Accessibility to safe, warm, and dry accommodation is a basic human right yet for some we are hearing that it is an aspiration, and acquisition of this aspiration is often marred by many barriers.

Through our engagements with both whānau and stakeholders, we heard of the need for improved service collaboration, better communication between services and also between services and service users. Providing education and growth of knowledge opportunities needs to have presence within school curriculum with financial literacy as a basic 'life skill'. Pathways to employment increase household income and therefore choice to self-determine where people choose to live. Increased income also influences food security and ability to choose what food people eat.

Gratefulness is always extended however with emergency food parcels it can be food that is not eaten for personal, health or cultural reasons and if people are living in emergency accommodation or insecure housing options, there is often a challenge when people need to cook food. Many hotel accommodations do not have full kitchen facilities in the rooms, so it becomes microwave food or takeaways. Without these basic life skills, it becomes much harder to have choice in one's life.

Housing Systems

We heard many challenges from both whānau and stakeholders about systemic barriers that impact on housing security. The reality is that homelessness includes all people who do not have the security of having somewhere to go back to every night –who couch surf, who live in temporary arrangements with whānau and friends, who live in cars, those experiencing the effects of domestic violence and relationships impacted by alcohol and drugs, through to our young people who have become disconnected from their families. Emergency housing was intended to be a short-term option for those moving through to more permanent accommodation, however with the deepening housing crisis, this is becoming longer term.

A form of night shelter was discussed and whilst it has a place, the difficulty was in defining who would this service be for as the face of homelessness is much broader which raised questions about how a night shelter works alongside current emergency housing service provision and purpose.

There was a unison of voice on the support and expansion of transitional housing services. Transitional housing has many benefits as there is a wraparound of support and a plan for moving people to more permanent housing, however this too is impacted by the lack of physical houses available and affordable. We also have good examples of transitional housing providers working in the City with great success in housing people in permanent accommodation and ensuring supports are in place when people move from transitional housing.

Having improved service responses to support people into permanent and sustainable accommodation is vitally important. There are some 'quick win' changes that can be made to services whilst tackling the more intense systemic barriers.

Housing Security

The journey to housing security for many people has become aspirational. It is a sombre indictment on our current societal environments that safe, warm, affordable, and appropriate housing is an aspiration for people rather than a basic human right that everyone should have immediate access to. Moving from a state of insecure housing experience to a position of housing security is a pathway many are travelling on and is often fraught with many challenges. As indicated pictorially on the housing continuum, the influences of each stage and the depth of impact on individuals and whānau is variable but with many feeling the backlash of the drivers of housing insecurity.

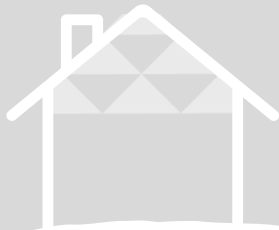
To address these drivers requires a concerted and collective effort of many individuals, whānau, service providers (Government and NGOs) and communities to have a coordinated response that promotes strengths and sharing of resources to support the many who face housing insecurity in our City.

It will also require an attitudinal shift when we consider who the 'homeless' are in this everchanging landscape. If we fail to do this then those who are now experiencing homelessness may remain invisible because we as a society do not recognise the growing community of people who are experiencing housing insecurity which includes women, children, youth, people with employment, families and so forth. The stereotypical perspective of the homeless people sleeping rough on the main street and begging for money is not the only face of homelessness.

Whānau Advocacy

Whānau advocacy considers some drivers that impact whānau access to secure housing. The five themes discussed here include:

- Meeting Basic Human Needs
- Financial Support and Literacy
- Navigation and Advocacy
- Poor Service Engagement
- Whānau Self-Determination.



Basic Human Needs

The urgency for whānau to meet their Basic Human Needs suggests service providers struggled to achieve this in many situations. Services under resourced could not realistically provide or advocate for service users (or their unique needs) specific to their housing requirements.

'Homes not big enough to accommodate large families'

'Separated families'

'Don't divide families (overcrowding)'

'Three generation housing options'

These comments propose a need for homes of a larger capacity are necessary to nurture bigger whānau in these situations. Also, we are seeing more multigenerational families as an option for affordability and support but also narrowing the options for suitable housing.

Options for single men are extremely limited and prioritisation often sees them behind families with children. Similarly, people being released from prison and unable to return home are challenged with accessing any accommodation based on their criminal history or current situation (formalities of home detention or parole for example).

Women and young children often placed into emergency motel accommodation struggle if their temporary accommodation is booked by hotel customers, forcing them to find alternative accommodation during this period. Domestic violence also contributed to the conversation, impacting women and children mostly because of the limited safe or appropriate accommodation available. Providers also found it difficult to manage gang affiliated members, often having to source replacement accommodation suitable to their needs.

It is the small acts of kindness that provide the most impact by providers. The power cord extended out the church window so the homeless could charge their phones, for example, can be quite meaningful and desperately needed to maintain contact, secure housing, find employment, or retain a benefit. Having a phone and charging a phone is connected to many systems that sustain the basic human needs for many unable to secure housing.



Financial Support and Literacy

Improved knowledge and advocacy in Financial Support and Literacy allowed participants to explore possible advancements in education and housing affordability.

'Rent caps taken into consideration with mortgage and rates'

'Accommodation supplement realistic rise with rents'

'Supporting budgets to find/ hold tenancy'

'Rent caps taken into consideration with mortgage and rates'

'Accommodation supplement realistic rise with rents'

'Supporting budgets to find/ hold tenancy'

Having a 'stable job' translated to 'financially stability' so the pathway to employment also meant viable choices to suitable accommodation for various people in circumstances consisting of different family structures.

Money management is difficult if you struggle with the basic financial skills. Candid conversations on financial literacy specific to education proposed inclusion of this life skill in the curriculum.

'Life skills to be taught in school'.

'Education: Finance, Rights and responsibilities for tenants'

'Financial mentoring'

A strong view on why children should be taught financial literacy in their formative years would negate the lack of financial literacy observed and experienced by participants today. A lack of financial support with basic financial skills could potentially lead to food insecurity and the inability to experience financial freedom, a frustration commonly shared amongst participants. Also this lack of knowledge can have an influence to participate in non-legal activities to generate income.



Navigation

Navigation highlights challenging decisions about people's care and treatment, accessing mental health services, healthcare or social care services, end of life care planning, and future care planning. While many people have the skills to advocate for themselves, at times assistance is necessary to navigate the many passageways of systemic bureaucracy. A clear indication of knowledge held, the more power to navigate, engage, and access resources which could help improve the situation.

People immediately spoke about having someone advocate on their behalf, when required. This mostly occurred when people felt defeated when accessing systems, effectively setting up barriers or challenges to remain engaged with the system.

'Supports on board with where whānau are at, where they need to go'

'Support walking alongside us ensuring we are meeting correct requirements'

'Being properly informed'

'More disability options'

Advocacy support could be supporting people to have the correct information or filling out applications accurately, removing the emotional stress and pressure experienced when applications to housing is rejected. People also felt being informed, having no judgement, and being encouraged to keep their head up could assist in their ability to stay positive.

'Supporting whānau aspirations'



Poor Service Engagement

Poor Service engagement is a part of a process often characterised by poor engagement with clients. Feedback about service engagement and participant experiences when accessing housing discovered a need for both service providers and whānau to understand where they have come from.

'Tangata whaiora to be listened to'

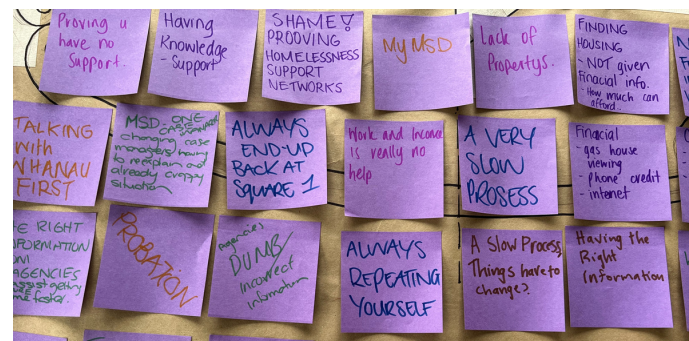
'Just help and love, no judgement.'

'Not being heard'

'Assumptions'

'Always repeating yourself'

The journey map process helped shift aspirational intent into practical spaces of engagement. Feedback on accessing daily services meant shorter timeframes for staff to engage with an increased number of people regarding their requirements and concerns. Feedback also suggested at times criminal history and gang affiliations can be a barrier.



Parent feedback on taking their children to appointments, often felt emotionally charged. Juggling care and trying to engage with the service provider only caused stress and anxiety. Whilst there are examples of good service engagement, participants often felt they were one of many in an extensive line and did not always feel their needs were heard or met.

Responses on service provision when looking for housing resulted in some inconsistency in 'who' whānau went to for assistance. Government organisations such as MSD or Kainga Ora are the obvious first choices, however feedback also indicated NGO providers with existing relationships with participants that supplied additional services other than housing, for example, Iwi/Māori providers and mental health providers. Because an established relationship with trusted staff existed, whānau were already receiving appropriate help, and staff were already advocating in the best interests of the whānau when accommodation became an issue.

Additional interviews aligned to themes that emerged from other stakeholder feedback and interviews which validate findings of discrimination. People experiencing mental and physical disabilities clearly felt discriminated against amongst the people they worked alongside. Mental health and disability continues to be marred by stereotypes and can prevent people retaining or regaining housing.

'No appropriate housing for the complexity'

'Discrimination and stigma'

'Awareness at schools to tackle racism and stereotyping'

'Collaborate with agencies to break barriers and share supports'

The strengthening of transitional housing with incorporated support services was a strongly heard message from key stakeholders and strengthens a pathway for further investigation into this option. Poor service engagement' has features of:

- Opening hours can conflict with school times and employment hours;
- Service venue is not always conducive to young children;
- Heightened anxiety at organisations due to previous trauma experienced at location;
- Presence of security indicates mistrust of service users; and
- Experiences of a racist system.

Employing strategies that address these features is a starting point of change for improving service engagement.



Self-Determination

Participants spoke about 'managing our own systems but with support,' which implies that people do have the skills however they do not always have the trust and opportunity to implement these. However, it is important that everybody in the housing system understands all the rules of engagement. Attention to specific areas must be addressed, particularly barriers around poor service communication. Or when people come to the service for help - making sure they are well informed and equipped with the correct knowledge to ensure seamless access to services.

Being able to determine where one lives and being close to supports, amenities, schools, and workplaces is extremely important. Often feedback reflected inadequate sized housing for everyone in the family, having to separate families to different placements, or the unsuitable cooking facilities at various locations impacts the ability to eat healthy and can increase the consumption of takeaways as an only resort.

Pets are often special to people and studies have demonstrated pets can imbue a stress free space for people. Families who have pets can be challenged to secure housing because of tenancy rules, generating stressful outcomes. The limited flexibility in housing options impacted the ability to self-determine where whānau are located and can have implications for their support networks.

Secure employment allows people to determine the suitability of their needs rather than have a continual expression of 'gratitude' for what they are given. Advocacy that reflects active listening can enhance the knowledge and skill of others, based on the respect, simultaneously building the confidence for people in this position to self-determine their pathways to secure housing. Secure employment is about having options and preferences to self-manage.



Secure Housing

Secure Housing reflects on the feedback gathered during the focus groups and interviews, specifically what it would take to obtain secure housing in Palmerston North.

Two key themes within Secure Housing that align closely to whānau advocacy are:

- Accessible, Affordable and Safe Accommodation; and
- Aspirations



Accessible, Affordable and Safe Accommodation

The lack of Accessibility to Affordable and Safe housing examples were recurring themes that emerged from responses. The actuality of a physical abode is much more challenging, and the waitlist of people exasperates this challenge. Houses take time to build but are generally out of reach for many who are experiencing housing insecurity in Palmerston North.

'Lack of properties'

'Not enough homes for all applying'

'Having to go to private housing'

Seeking out accommodation is a real issue in the city. People are forced to approach family or friends for accommodation during times of urgency, which more often than not are short term arrangements as overcrowding and living together becomes fraught.

'talking with friends and whānau if any spare rooms'

'Lack of choice and options'

Stress can also raise the levels of tension amongst people who would not usually live together in such tight constraints. Being separated from support networks can cause additional mental health issues and feelings of isolation.

Emergency accommodation can have implications on physical safety and with limited options it becomes challenging to accommodate the needs of all.

Stakeholders and housing providers are finding it increasingly difficult to house people appropriate to their needs due to the limitations of available accommodation.



Aspirations

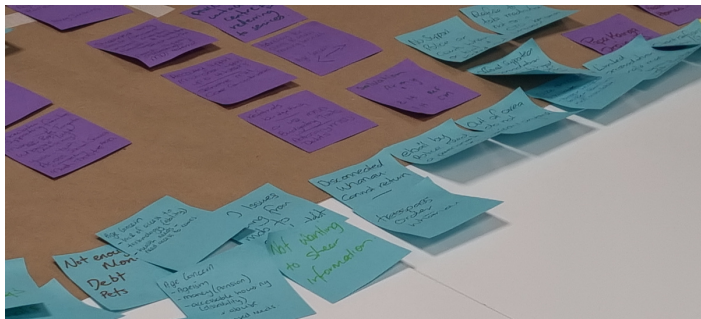
Aspirational housing took whānau on a journey of:

'having a 'forever homestead,'

'return of whenua (land)',

'whenua ownership.'

Connected to this is the ability for uri (descendants) to manage this whenua. A key aspiration heard from those with lived experience was ***'happiness'*** which derives from the knowledge and security of knowing where home is EVERY night. It must be noted that to have secure housing as an aspiration is more a reflection of our current societal environments that not everyone is able to experience secure, safe, warm housing as a basic human right.

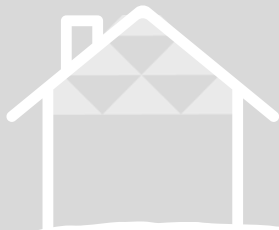


One vision shared by one stakeholder believed in a place like 'The Farm' which took people in and gave them accommodation in an environment without the stimulus of the city. Having animals as a part of therapy was uniquely important as is having an environment that leads to self-sustainability. The highlight 'The Farm' demonstrated is the need for more than one option, and is required by a cohort of people who have burnt bridges and damaged relationships (both personal and service provider) which severely limits where they can access assistance and support.

'The Farm' and other establishments similar to this are far and few between, with even less access to some amazing groups of people who walk confidently in this space, and who have the respect of the people they work alongside. Having a degree does not automatically guarantee access to this space, nor garner immediate respect, unlike the people who have previously walked these pathways. This situation resembles a close example of a truly 'unjudgmental service provider.'

Opportunities

Adversity often provides opportunities not often considered in times of hardship. A Change in Culture is a desired outcome from whānau experience therefore a resulting theme. While **Cross-Sector Collaboration, Improved Communication, and Progressing Transitional Housing** considers areas that kaimahi, whānau, and service providers hold significant responsibilities to improve access for whānau to secure housing.



Change the Culture

Participants talked about changing the culture of government organisations in ways that are more welcoming and deliver service without bias. Changes such as:

- Increase out of hour services so people working do not have to take time off;
- Services to have a long-term view of a person's situation rather than a reactive short term perspective;
- Services to be culturally aware;
- Services to be more disability friendly and aware;
- Security staff to either be removed or move to a 'greeter' role like Bunnings;
- Have resources to keep children occupied when the whānau are at appointments. It means children are keeping busy while whānau can concentrate during the appointment; and
- Have a more inviting atmosphere that encourages people to be relaxed and calm.



Cross Sector Collaboration

Cross-sector collaboration requires attention. Stakeholders often operate in a silo manner with service users being the connector of these services. Whilst each stakeholder has their aims, policies, and processes, having a unified attitude to assist people would ensure a more seamless service provision approach. Whilst there are strong networks across the services, they are at a kaimahi/individual level rather than active collaborative relationships between services.

If services came together and identified where there is replication and where there is opportunity to expand, then we may see a stronger collective effort to attack the system barriers of the housing sector. To fully address the housing crisis being experienced in our communities, we will require a focussed and sustained collective service effort. For example, having a generic form that can be shared between organisations so people do not have to keep reiterating their story or replicating the same information on different service forms, would take a great deal of repetition out of the process when searching for housing.

Lack of Cross-Sector (and services) coordination was conveyed as:

- Lack of interagency solutions;
- Organisations and services not communicating with each other with information that will help to pull a case together to support people into adequate accommodation;
- Services not communicating together about and with people who are being released from either the prison or being discharged from hospital/mental health ward;
- Lack of communication often leaves organisations reacting at the last minute and accommodation that will take these people in may have closed their doors to individuals because of past experiences or the inability to cope with specific needs which outweigh shelter required. For example, limited accommodation for single men with criminal history or mental health challenges.
- Any provision of a short-term shelter is not to be used as a dumping ground when other organisations could not meet accommodation arrangements for service users.
- Organisations and services must provide kaupapa based service principles that is respected by clients and other organisations.

Communication

Barriers people face when trying to access safe housing creates further burden for those often already encumbered with challenges in their lives. This question elicited many responses several of which can be resolved through improved communication and empathy from services who are charged with helping people to find appropriate accommodation. However, attention must be considered that housing is limited for people who are experiencing family dysfunction, unemployment, financial insecurity, past trauma, alcohol and drug addiction and a myriad of other challenges in life. We often have single parent families trying to be effective for their children but being held back by systems that do not holistically care for them to be the best they can be. Rather, the system is so burdened itself that it just continues to merely put temporary fixes in place rather than supporting everyone with permanency and sustainability.

Poor communication has features of:

- People not fully understanding what is required of them and the information that is needed to process their requests and applications. Being sent away because they do not have a form which they did not know. It then requires having to find another appointment which fits with their other responsibilities – all equals a delay in receiving what is required;
- People having to continually repeat their stories to different agencies/organisations/staff;
- Questions that people perceive to be overly nosy;
- People feeling that they are not fully explained to about entitlements and processes;
- People feeling staff lack of knowledge pertaining to their situation/condition as negative and at times stereotyped, and therefore have little empathy when offering what is considered by the person to be unsuitable accommodation options. People then feel discriminated against as a result of the judgement;
- People feeling pressured to take the unsuitable accommodation option because it is, at its minimum, a form of shelter; and
- People subsequently feeling ‘unsupported’ when living in the unsuitable accommodation, and even more testing, is the service attitude that ‘they should be grateful they have shelter.’

Progressing Transitional Housing

Progressing Transitional Housing is an opportunity to provide for people experiencing housing insecurity by shifting to a strong, robust, and prioritised investment in transitional housing programmes. The need for 'more widely accessible housing' that incorporates 'support services to work alongside people,' is a move to improve permanent and secure housing in Palmerston North.

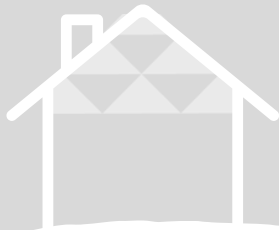
Faith based organisations have provided relief in the housing sector over many years. Homes For People, for example have shared their work in being a transitional housing provider as well as supporting low-income people to pathway to home ownership. Homes for People have worked extensively in the community to help many who have lived experiences of homelessness. Like other transitional housing providers, they too are confronted when avenues to permanent social or private accommodation is restricted.

Whilst not a transitional housing programme per se, Mana o te Tangata, a mental health support organisation operating in Palmerston North hold a Health contract with the Te Whatu Ora (formerly Midcentral DHB) to deliver Te Puna Wai. Staff at Mana o te Tangata spoke about Te Puna Wai as being a 'place to rest and repair before going out to continue with life.' While the majority of people who attend Te Puna Wai have some type of accommodation to go home to, there are some people with nowhere to go when the doors close at 10pm.

Despite the limited operating hours at Te Puna Wai, one way they care for people without accommodation is to suggest sleeping when it is open. This option enables people to rest and prepare for whatever the evening brings, especially if they are awake throughout the night. Strategies like this remind visitors this is not how life will always be, but to stir hope, and provide a chance for Te Puna Wai to function as a circuit breaker.

There are also many advantage points additional to the short term option that allows people to lay their head. This includes opportunities to connect with people and offer them assistance from trained professionals and advocacy centred on a safe place for people to gather for companionship, rest, and food. There are no boundaries to access Te Puna Wai which ultimately removes challenges like having to meet certain criteria or wait-lists to access the service. The walk-in service is centrally based at their Featherston Street branch in Palmerston North and open over the critical period of Friday evening through to Sunday evening when most services are closed.

Bringing it Together



Summary

The first piece of exploratory work is grounded in the research and literary review pushing toward the drivers of housing insecurity. The subsequent impact is seen in service utilisation and thus inconsistent outcomes for whānau accessing these services. The face of homelessness has changed dramatically and there is a call to fully recognise the problem in our City.

We have solutions established in our City which are proving successful outcomes for many who are positively engaged, while providers ensure these people move from unstable and insecure housing to location(s) they can actually call home. There are other solutions which also support the disenfranchised from systems that have ruled lives, crushed self-belief, and self-worth. Let us consider the possibilities in what we have on offer first.

This report also highlights that collaborative co-operation is necessary. Providers within the system need to work with each other, and with the people who access these services –many who have often found themselves in a homeless position through circumstance, and not because they willingly chose to be in such an unstable position.

We must question the drivers influencing the deepening housing crisis to be better educated and to identify robust solutions that are informed by the very people who are living this experience. It is not the service providers role to fully determine what the solutions are without fully engaging with those who are affected by housing insecurity.

A Night Shelter has its merits but in the landscape of housing insecurity the feedback says ‘look at other opportunities to address and provide service for all those experiencing housing insecurity.’ Therefore, this combined report lists recommendations for the Council to consider and explore further. Participants are resoundingly supportive that further collaborative work needs to occur to support our communities.

Contributors

Te Tihi are extremely fortunate to have engaged a community of people from various backgrounds, perspectives, and services who willingly shared their thoughts, views, and more importantly vision for change. We acknowledge their time contributed to develop this report on Housing Insecurity.



WORKSCHEDULE

TO: Community Committee

MEETING DATE: 15 March 2023

TITLE: Committee Work Schedule

RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Community Committee receive their work schedule for March 2023.

SUMMARY

	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause number
1	15 March 2023	Welcoming Communities—Annual Report	Chief Customer Officer		4 November 2020 Clause 43-20
2	15 March 2023	Addressing Homelessness—(Night Shelter) Update Report	Chief Customer Officer		9 March 2022 Clause 5-22
3	15 March 2023	Pasifika Reference Group—Annual Presentation	Chief Customer Officer		Terms of Reference
4	15 March 2023	Seniors Reference Group—Annual Presentation	Chief Customer Officer		Terms of Reference
5	15 March 2023	Annual Sector Lead Reports x4	Chief Customer Officer		Terms of Reference
6	24 May 2023	Community Places Stocktake and Needs Assessment - Report on timeframes and resource requirements to give effect to the recommendations.	Chief Planning Officer		14 September 2022 Clause 27-22

	Estimated Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause number
7	24 May 2023	Opportunity to establish a natural burial cemetery in the Manawatū - Progress report	Chief Infrastructure Officer		Council 1 June 2022 Clause 60-22
8	9 August 2023	Feasibility of introducing a Companion Card for those with permanent disabilities – 12-month review	Chief Customer Officer	Affected by Covid - trial extended to the new year	5 August 2020 Clause 34.4
9	9 August 2023	Review of Sector Leads trial	Chief Customer Officer		8 June 2022 Clause 7-22
10	9 August 2023	Papaioea Place Redevelopment Six Monthly Update	Chief Infrastructure Officer		Terms of Reference
11	27 September 2023	Annual Report - Community Funding Allocation 2022/23	Chief Customer Officer		Rec 1c of the Community Grants & Events Funding Review - May 2021
12	22 November 2023	Disability Reference Group - Annual Presentation	Chief Customer Officer		Invitation to present 4 November 2020 Clause 41-20
13	22 November 2023	Community Reference Groups - Terms of Reference Review	Chief Customer Officer		1 December 2021 Clause 24-21

ATTACHMENTS

Nil