



**PAPAIOEA**  
PALMERSTON  
NORTH  
CITY

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# **PALMERSTON NORTH CITY COUNCIL**

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AGENDA

## **COMMUNITY COMMITTEE**

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9:00 AM, WEDNESDAY 19 MARCH 2025

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

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# MEMBERS

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

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**Waid Crockett**

**Chief Executive | PALMERSTON NORTH CITY COUNCIL**

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# COMMUNITY COMMITTEE MEETING

19 March 2025

## ORDER OF BUSINESS

**1. Karakia Timatanga**

**2. Apologies**

**3. Notification of Additional Items**

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

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

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

**4. Declarations of Interest (if any)**

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

**5. Public Comment**

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

**6. Confirmation of Minutes**

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That the minutes of the Community Committee meeting of 4 December 2024 Part I Public be confirmed as a true and correct record.

**7. Welcoming Communities Annual Report**

Page 13

Memorandum, presented by Somayyeh Ghaffari, Community Development Advisor.

**8. Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance**

Page 25

Memorandum, presented by Amy Viles, Community Development Advisor.

**9. Annual Sector Lead Report: Manawatū Multicultural Council**

Page 49

Memorandum, presented by Ahmed Obaid, Community Development Advisor.

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

Page 75

Memorandum, presented by Ahmed Obaid, Community Development Advisor.

**11. Annual Sector Lead Report: Housing Advice Centre**

Page 99

Memorandum, presented by Ahmed Obaid, Community Development Advisor.

**12. Committee Work Schedule - March 2025**

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**13. Karakia Whakamutunga**

**14. 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].



# PALMERSTON NORTH CITY COUNCIL

## Minutes of the Community Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 04 December 2024, commencing at 1.01pm

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

**Non Members:** Councillors Mark Arnott, Vaughan Dennison and Leonie Hapeta.

**Apologies:** Councillor Brent Barrett.

Councillor Orphée Mickalad entered the meeting at 1.40pm after consideration of clause 36. He was not present for clauses 35 and 36.

### **Karakia Timatanga**

Councillor Lorna Johnson opened the meeting with karakia.

### **35-24 Apologies**

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

Clause 35-24 above was carried 12 votes to 0, the voting being as follows:

**For:**

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

### **Declarations of Interest**

Councillor William Wood declared a conflict of interest in submission 45 from Jose Gutry (Cancer Society Manawatu), in Item 6 Hearing of Submissions: Draft Health Promotion Policy 2024 (clause 36-24). He sat in the gallery during this submission.

Councillor Vaughan Dennison declared a conflict of interest in Item 9 Social housing and property review work programme (clause 39-24). He sat in the gallery, and took no part in discussion or debate.

## 36-24 Hearing of Submissions: Draft Health Promotion Policy 2024

Moved Lorna Johnson, seconded Patrick Handcock.

### The COMMITTEE RESOLVED

1. That the Committee hear submissions from presenters who indicated their wish to be heard in support of their submission.
2. That the Committee note the Procedure for Hearing of Submissions, as described in the procedure sheet.

Clause 36-24 above was carried 12 votes to 0, the voting being as follows:

#### For:

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

#### Note:

Councillor William Wood declared a conflict of interest in submission 45 from Jose Gutry (Cancer Society Manawatu). He sat in the gallery while Jose spoke to her submission, then returned to the table.

The Committee considered submissions on the Draft Health Promotion Policy 2024 with supporting oral statements.

The following people appeared before the Committee and made oral statements in support of their submissions and replied to questions from Elected Members.

**Josephine Gutry (Cancer Society of New Zealand Manawātū Centre) (45)** spoke to their submission and made the following additional comments:

- Misconceptions – there is little evidence that sunscreens decrease Vitamin D concentration. Concerns about Vitamin D should not negate skin cancer prevention advice.

**Sally Darragh (Health Promotion Advisor – Health New Zealand/Te Whatu Ora) (54)** spoke to their submission and made no additional comments.

**Chris Teo-Sherrell (55)** spoke to his submission and made the following additional comment:

- Personal choice vs Council's business – there is not just a personal cost to excessive sugar consumption or lack of sunscreen use, there is also a societal cost through higher demand of the health system. Therefore Council has a responsibility to encourage moderation.

**Kerry Hocquard (Age-Friendly Palmerston North) (56)** spoke to their submission and made the following additional comments:

- New sun protection policy fails to recognised the Council's roles as shade provider, consent authority, community educator, and



SunSmart employer of outdoor workers. Council needs to ensure their commitment to these roles in this new policy.

- Missing equity lens in the shade audits. Council should address the disparities of available shade in the playgrounds.

**Bruce James Edmonds (27)** spoke to his submission and made no additional comments.

Councillor Orphée Mickalad entered the meeting at 1.40pm.

## 37-24

### Confirmation of Minutes

Moved Lorna Johnson, seconded Patrick Handcock.

#### The COMMITTEE RESOLVED

1. That the minutes of the Community Committee meeting of 23 October 2024 Part I Public be confirmed as a true and correct record.

Clause 37.1-24 above was carried 10 votes to 1, with 2 abstentions, the voting being as follows:

**For:**

Councillors Lorna Johnson, Patrick Handcock, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin, Vaughan Dennison and Leonie Hapeta.

**Against:**

Councillor Mark Arnott.

**Abstained:**

The Mayor (Grant Smith) and Councillor Rachel Bowen.

Moved Lorna Johnson, seconded Patrick Handcock.

2. That the minutes of the Community Committee meeting of 23 October 2024 Part II Confidential be confirmed as a true and correct record.

Clause 37.2-24 above was carried 8 votes to 1, with 4 abstentions, the voting being as follows:

**For:**

Councillors Lorna Johnson, Patrick Handcock, Billy Meehan, Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin and Vaughan Dennison.

**Against:**

Councillor Mark Arnott.

**Abstained:**

The Mayor (Grant Smith) and Councillors Rachel Bowen, Lew Findlay and Leonie Hapeta.

**38-24 Draft Health Promotion Policy 2024 - Summary of Submissions**  
Memorandum, presented by Stacey Solomon, Policy Analyst.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Committee receive the summary of submissions for the draft Health Promotion Policy (Healthy Beverages, Smoke-free and Vape-free, and Sun Protection) 2024.

Clause 38-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

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

**39-24 Social housing and property review work programme**

Memorandum, presented by Julie Macdonald, Manager Strategy and Policy.

An amendment to recommendation 3 was moved to provide the Chief Executive flexibility to include other council - owned properties (listed in Attachment 3) into the scope of the terms of reference (Attachment 2). If there was potential to generate additional revenue from such properties.

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Committee note the content and timeframe of the four proposed workstreams set out in section 4 of this memorandum.

The **COMMITTEE RECOMMENDS**

1. That Council endorse the proposed broad terms of reference for an investigation of social housing delivery models (Workstream A), as described in memorandum titled 'Social housing and property review work programme' presented to the Community Committee on 4 December 2024 and its Attachment 1
2. That Council endorse the proposed terms of reference for a property review to identify revenue generation opportunities (Workstream B), as described in this memorandum titled 'Social housing and property review work programme' presented to the Community Committee on 4 December 2024 and its Attachment 2, and any other bespoke leverage opportunity that Chief Executive identified.

Clause 39.1-24 above were carried 13 votes to 0, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Rachel Bowen, Lew Findlay, Billy Meehan, Orphée Mickalad, Karen Naylor,

William Wood, Kaydee Zabelin, Mark Arnott, Vaughan Dennison and Leonie Hapeta.

Moved Lorna Johnson, seconded Patrick Handcock.

### The **COMMITTEE RECOMMENDS**

3. That Council confirm its intention to await the outcome of an investigation of social housing delivery models (Workstream A) prior to considering the reports dated 1 May 2024 'Summerhays Street Redevelopment – Partnership Models' and 'Summerhays Street Redevelopment – Expressions of Interest Feedback'.

Clause 39.2-24 above was carried 8 votes to 4, the voting being as follows:

**For:**

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Rachel Bowen, Lew Findlay, Orphée Mickalad, Kaydee Zabelin and Mark Arnott.

**Against:**

Councillors Billy Meehan, Karen Naylor, William Wood and Leonie Hapeta.

**Note:**

Councillor Vaughan Dennison declared a conflict of interest and took no further part in discussion or debate.

Moved Grant Smith, seconded Leonie Hapeta.

**Note:**

On an amendment:

2. That Council endorse the proposed terms of reference for a property review to identify revenue generation opportunities (Workstream B), as described in this memorandum titled 'Social housing and property review work programme' presented to the Community Committee on 4 December 2024 and its Attachment 2, **and any other bespoke leverage opportunity that Chief Executive identified.**

The amendment was carried 11 votes to 1, the voting being as follows:

**For:**

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

**Against:**

Councillor Lorna Johnson.

Moved Karen Naylor, seconded William Wood.

**Note:**

On an amendment:

2. That Council endorse the proposed terms of reference for a property review to identify revenue generation opportunities (Workstream B), as described in this memorandum titled 'Social housing and property review work programme' presented to the Community Committee on 4 December 2024 and its Attachment 2, **amended to include "Recreational Land and**

buildings" in the scope.

The amendment was lost 5 votes to 7, the voting being as follows:

**For:**

Councillors Orphée Mickalad, Karen Naylor, William Wood, Kaydee Zabelin and Mark Arnott.

**Against:**

The Mayor (Grant Smith) and Councillors Lorna Johnson, Patrick Handcock, Rachel Bowen, Lew Findlay, Billy Meehan and Leonie Hapeta.

**40-24 Committee Work Schedule - December 2024**

Moved Lorna Johnson, seconded Patrick Handcock.

The **COMMITTEE RESOLVED**

1. That the Community Committee receive its Work Schedule dated December 2024.

Clause 40-24 above was carried 13 votes to 0, the voting being as follows:

**For:**

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

**Karakia Whakamutunga**

Councillor Lorna Johnson closed the meeting with karakia.

The meeting finished at 3.05pm.

Confirmed 19 March 2025

**Chair**

## MEMORANDUM

**TO:** Community Committee

**MEETING DATE:** 19 March 2025

**TITLE:** Welcoming Communities Annual Report

**PRESENTED BY:** Somayyeh Ghaffari, Community Development Advisor

**APPROVED BY:** Danelle Whakatihi, General Manager Customer & Community

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### RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Welcoming Communities Annual Update' presented to the Community Committee on 19<sup>th</sup> March 2025.
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#### 1. ISSUE

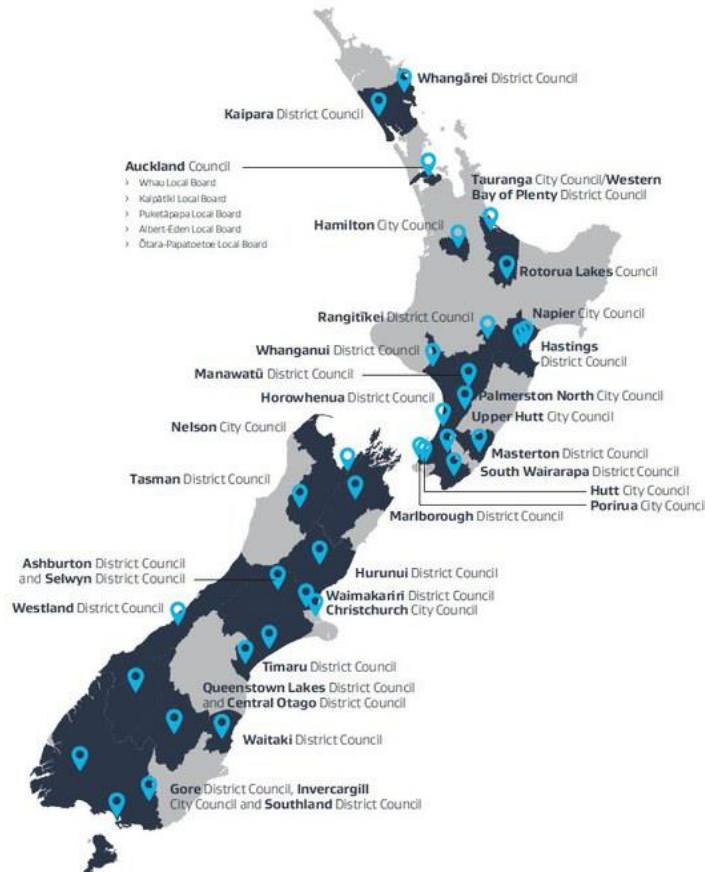
- 1.1 This report provides the annual update on the progress of the Welcoming Communities programme implementation.
- 1.2 This is the seventh annual Welcoming Communities report. The previous annual report was presented to the [Community Committee in March 2024](#).

#### 2. BACKGROUND

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

2.3 As of March 2025, there are 35 local councils and 5 local boards working with their communities to implement Welcoming Communities programme.

**Councils that are part of the Welcoming Communities Programme**



2.4 The impact of the Welcoming Communities programme is being evaluated at a national level by a third party, on behalf of Immigration New Zealand. This is long-term monitoring which has spanned several years, and has involved local case studies, focus groups and broad data collection to determine how well the programme is achieving its aims. In March 2024, Palmerston North Welcoming Communities participated in the third and final cycle of the national evaluation of the programme. This report will be published in March 2025 and will be available on [Welcoming Communities resources | Immigration New Zealand](#).

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

- 2.5 In December 2024, Palmerston North's Welcoming Communities accreditation application to progress to stage 3, an Advanced Welcoming Community, was approved.
- 2.6 Palmerston North City Council joins 25 other Councils in the programme that have achieved accreditation under the four-stages of accreditation and is one of the first three Councils to achieve Advanced Welcoming Communities Accreditation, alongside Tauranga City Council and Ashburton District Council.
- 2.7 There are four stages of accreditation, each with increasing levels of requirements:
  - Stage 1 — a Committed Welcoming Community,
  - Stage 2 — an Established Welcoming Community,
  - Stage 3 — an Advanced Welcoming Community,
  - Stage 4 — an Excelling Welcoming Community.

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

- showing that a council values and welcomes newcomers,
  - providing a way to assess progress and to improve welcoming practices,
  - celebrating success and sharing pride in positive outcomes for the community,
  - showing that a council and community is part of an international welcoming network,
  - showcasing welcoming activities on the national and international stage,
  - providing councils with access to support, resources, knowledge sharing and networking in New Zealand and overseas.
- 2.8 Achieving this significant milestone reflects our City's continuous commitment and leadership in fostering an inclusive and welcoming environment for all newcomers.
  - 2.9 One part of the accreditation process was the development of a refreshed Welcoming Communities Advisory Group Action Plan for 2025-2028. This plan is a key component of the Welcoming Communities programme in Palmerston North as it sets out our priorities and focus areas for the next three years. Rangitāne o Manawatū, the Advisory Group and a range of Council officers have been included in the drafting process to ensure the revised plan reflects the growing needs of our newcomer communities. The proposed plan also aligns with the City's current strategic direction, with activities

contributing across all four Goals. At the time of writing of this report, the draft Plan is with Rangitāne o Manawatū for their final feedback and will be presented to this Committee for endorsement later this year.

### 3. ANNUAL UPDATE

3.1 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. Current membership includes:

- Central Economic Development Agency
- Citizens Advice Bureau
- Department of Internal Affairs
- English Language Partners
- Manawatū Chamber of Commerce
- Manawatū Multicultural Council
- Network of Skilled Migrants Manawatū
- New Zealand Police
- Palmerston North City Council
- Red Cross
- Volunteer Central
- Think Hauora

3.2 In 2024, numerous activities, events and initiatives were successfully planned and delivered under the Welcoming Communities programme.

### 3.3 Highlights of the year have included:

#### 3.3.1 Meaningful Refugee Participation Project

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

In mid-2024, Ministry of Business, Innovation, and Employment provided the Council with \$30,000 of funding to support and develop initiatives that will encourage former refugees to participate more meaningfully at a local level with an aim to empower former refugees to be a part of decisions that affect their communities, promote civic participation, and build capability and capacity. This is part of a broader Government initiative to contribute to the participation outcome of the New Zealand Refugee resettlement Strategy and New Zealand's 2023 Global Refugee Forum Pledge on Meaningful Refugee Participation.

Throughout 2024, multiple engagement sessions were held with key stakeholders (Welcoming Communities Advisory Group, Red Cross and



HOW2), community leaders and community members, including youth, to develop the project for our local context.

Moving forward in 2025, civic participation of former refugee communities, particularly in the upcoming local elections, will be one of the key focus areas of the project. Discussions have also commenced with the New Zealand National Refugee Youth Council to deliver a leadership and mentoring programme for the former refugee youth in Palmerston North.

**3.3.2 Welcoming Communities Inclusive Business Award at the Yorlb Manawatū Business Awards**

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

Welcoming Communities sponsored the Welcoming Communities - Inclusive Business Award category for the third time at the Yorlb Manawatū Business Awards 2024. This award recognises businesses that actively embrace and promote diversity within their operations and management. It aims to highlight organisations that are taking steps to create more inclusive work environments, through policies, practices, and initiatives that value and integrate diverse perspectives and experiences. This award emphasises the importance of inclusivity as a key component of business excellence. The 2024 winner was Tui Early Learners and highly commended were: AllSorts Centre and Café and TanTale Sunless.



2024 Welcoming Communities - Inclusive Business Award winner Tui Early Learners

**3.3.3 Cultural Celebrations**

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

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

By embracing cultural festivities, newcomers find reassurance in their identity and establish a sense of connection and acceptance within the receiving community. Sharing their cultural heritage with the wider community fosters a feeling of belonging, and in turn, the wider community gains understanding and appreciation of newcomers' culture and values, enabling them to better support and welcome them. The Palmerston North Welcoming Communities programme takes an active role in facilitating various events, including:

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

These events continue to see a steady increase in number of attendees, reflecting their growing popularity and positive impact on the community.



Ethkick 2024



Origami workshop at the Have a Go Tent, Festival of Cultures 2024



Festival of Colours 2024



Play Festival 2024

### 3.3.4 City Welcome Sessions

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

The Palmerston North Welcoming Communities programme has strong established relationships with our Te Tiriti o Waitangi partner and mana whenua, Rangitāne o Manawatū, and this has again been demonstrated throughout 2024. Welcoming Communities has continued to partner with Rangitāne o Manawatū to formally welcome newcomers to Palmerston North through the City Welcome – Pōwhiri sessions. Three sessions were held throughout 2024, attended by a total of more than 400 newly arrived migrants, former refugees and international students. During the welcome sessions, newcomers have opportunities to learn about how to access services and participate in activities within the city. Attendees are given [City Welcome Packs](#) and enjoy the opportunity to connect with city leaders and service providers, as well as other newcomers which is an effective approach in fostering a sense of belonging.

There is a desire to increase the number of City Welcome Sessions offered to accommodate the growing demand. Discussions are underway with Rangitāne o Manawatū, to see if they have the capacity to increase the number of the sessions.





Newcomers are welcomed at a City Welcome session

### 3.3.5 Welcoming Week campaign

*To deliver on 'Inclusive Leadership', 'Welcoming Communications' and 'Welcoming Public Spaces' outcome areas.*

Palmerston North celebrated its fifth International Welcoming Week — Te Wiki o Manaaki campaign in September 2024. Welcoming Week is a time to showcase and celebrate how communities across Aotearoa New Zealand are working to be more welcoming places for all. This week is an opportunity to celebrate our welcoming values through engaging events and activities. In 2025, the following activities were held:

- A Library display about the achievements of the Palmerston North Welcoming Communities programme since its commencement in 2017;
- A City Welcome session;
- A potluck dinner in conjunction with Manawatū Multicultural Council;
- A Plant and Play session to celebrate new beginnings at Frederick Krull Reserve;
- A relaunch of the [Multicultural Passport to Play](#).

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



Welcoming Week Potluck Dinner

Relaunch of the Multicultural Passport to Play



City Welcome Session

Plant and Play Session

### 3.3.6 National Poetry Day Community Open Mic event

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

To celebrate National Poetry Day (Friday 23rd August), the Welcoming Communities programme hosted a community open mic event in partnership with the City Library and Massey University.

The event included special guests, the iconic Wellington poetry collective The Meow Gurrlls, followed by a community open mic where poems in five different languages were shared. This inclusive event highlighted the rich linguistic diversity of Palmerston North and offered a platform for individuals to express and share their cultural identity through poetry.

Due to its success, the Advisory Group is keen to repeat this event again in 2025.



### 3.3.7 Interfaith Planting Days at Edwards Pitt Park

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

On 16th March, the Welcoming Communities programme supported the Palmerston North Interfaith Group to plant 51 trees at Edward Pitt Park to commemorate the 51 innocent lives lost on 15 March 2019 at the Christchurch Al Noor mosque shooting. On Saturday 3<sup>rd</sup> August, the Welcoming Communities programme also supported the Palmerston North Interfaith group to celebrate Religious Diversity Day by planting native plants at Edwards Pit Park. More than 300 plants were planted by the group.

The Palmerston North Interfaith Group includes 18 faith groups and a representative from each faith group offered a blessing, acknowledging the common thread amongst the groups of connection to the earth, and a shared responsibility to care for the earth.



Planting at Edwards Pitt Park

### 3.4 Knowledge sharing and networking

The leadership of the 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:

- A presentation at the Australasian 'Consultations on Resettlement and Complementary Pathways' conference in Auckland. This conference was a meeting of international government representatives involved in refugee resettlement in various countries, with a focus on post arrival settlement and integration, and participants were invited to Auckland for a day to learn about New Zealand approach. Palmerston North presented on New Zealand's Welcoming Communities programme

and also shared insights on the importance of meaningful partnerships for running a successful programme.

- Hosting Christina Pope, Director of Welcoming International, for a visit to the city in March 2024. Welcoming International were interested to learn how the Welcoming Communities programme is structured, meet the Advisory Group and learn of our recent success and challenges. This was also an opportunity to discuss ways to connect with other cities through the Welcoming International Alliance to help us achieve our goals.
- A presentation at a 'Welcoming Schools for students from Refugee Backgrounds' workshop, facilitated by Refugees as Survivors NZ (RASNZ). RASNZ is a specialist mental health agency based at Te Āhuru Mōwai o Aotearoa (Mangere Refugee Resettlement Centre), which include a regional team of clinicians, social workers, youth and community workers, trainers and cross-cultural facilitators. RASNZ provides professional development opportunities for practitioners across a range of disciplines, including in education, health and mental health, social service, and refugee resettlement sectors.
- Attendance at the National Welcoming Communities hui in Auckland in July. On the first day of the hui, Councillor Handcock and Council's Welcoming Communities Advisor held round table discussions focusing on a "Whole of community approach to welcoming newcomers, working with mana whenua", and discussed Council's partnership with Rangitāne o Manawatū and how Welcoming Communities works with Rangitāne o Manawatū on specific initiatives/projects such as: Welcoming Communities Advisory Group Plan, City Welcome Sessions, Welcoming Schools Programme, major cultural celebrations such as Festival of Cultures, and the Proverb Pathways Project.
- Hosted the Associate Minister for Immigration, Hon. Casey Costello who is also the Minister for Senior Affairs for a visit to the city in October. The Associate Minister was interested in visiting councils who have Welcoming Communities programme and are also members of the Age Friendly network. A presentation was delivered on the Palmerston North Welcoming Communities programme, highlighting its achievements and the benefits it has brought to the community.

#### 4. NEXT STEPS

- 4.1 Implementation of the programme will continue in 2025. In addition to sustaining the current range of successful initiatives, focus areas will include development of a Welcoming Communities themed wall mural, a collaboration with CEDA in support of newcomer-led businesses and civic engagement and participation activities in the lead up to the local elections. A review of the Welcome Packs content is also due later in 2025.
- 4.2 A Welcoming Communities Accreditation Celebration is scheduled to take place on Monday, 31st March.

4.3 The refreshed Welcoming Communities Advisory Group Plan 2025-2028 will be presented to Council for endorsement in May 2025.

**5. COMPLIANCE AND ADMINISTRATION**

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

Nil



## MEMORANDUM

**TO:** Community Committee

**MEETING DATE:** 19 March 2025

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

**PRESENTED BY:** Amy Viles, Community Development Advisor

**APPROVED BY:** Danelle Whakatihi, General Manager Customer & Community

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### 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 19 March 2025.
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#### 1. ISSUE

- 1.1 Te Tihi o Ruahine Whānau Ora Alliance ('Te Tihi') is delivering its third annual report (January – December 2024) as a Sector Lead organisation, which is appended to this memorandum at Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Te Tihi against agreed activities and outcomes is included in this memorandum below.

#### 2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Te Tihi (on behalf of Ora Konnect) and the Council in July 2022. The Agreement stipulates that

activities funded contribute to the achievement of priorities 1-4 within the Council's 2021-2031 Connected and Safe strategic direction.

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

**3. ANNUAL REPORT ANALYSIS**

- 3.1 Te Tihi o Ruahine Whānau Ora Alliance is a Charitable Trust and receives Sector Lead funding from Council to provide the 'container of change' (project management backbone) support for Ora Kōnnect. Ora Kōnnect is a Whānau Ora collective impact alliance made up of 19 partners (including local for purpose social services in the 4412 and government agencies). Te Tihi are a partner within the Ora Kōnnect collective, as are Council.
- 3.2 Te Tihi was established in 2013 and is an alliance comprised of 9 Hapū, Iwi and Iwi Māori organisations. Te Tihi provide project management, process development, data analysis, and capability and capacity building support within a Whānau Ora framework.
- 3.3 Te Tihi provide services in both a citywide and regional capacity, with support for programme delivery across the MidCentral region of Palmerston North, Manawatū, Horowhenua and Tararua.
- 3.4 Additional to Council funding, Te Tihi receives multiple and diverse sources of income and funding. Te Tihi works towards meeting several different investment outcomes through its activities, the majority of which are not funded by Council.
- 3.5 The amount of funding Te Tihi receives through the Sector Lead Partnership Agreement is \$35,000 per annum (plus GST). Funding has been adjusted for inflation in years two and three, with an additional pro rata allocation of funding in year three from the increased Strategic Priority Grant funding allocated by Council through the Long-Term Plan 2024-2034 deliberations. Funding for the current financial year totals \$40,271.
- 3.6 Staff identified in the last annual reporting period, following the completion of the Sector Lead trial, that while the Ora Kōnnect model was delivering strong outcomes in the 4412, it was difficult to position the Agreement within the eligibility scope of the Sector Lead criteria set out in the Support and Funding Policy 2022. As indicated in the staff commentary for their Annual Sector Lead report in 2024, throughout 2024 staff worked with Te Tihi to gain a shared understanding of the ways Te Tihi, and Ora Kōnnect, align with the Sector Lead Partnership model.

3.7 Table 1: Assessment of activities

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
<b>Connected and Safe activities</b>			
Priorities 1, 2, 3 & 4	Provide backbone support to the Ora Konnect alliance which aims to deliver community-led initiatives in 4412 using a Whānau Ora Collective Container of Change (backbone) support.	<p>Container of Change (backbone) support: Te Tihi provide project management and squad support for both active and developing squads. Project management includes support with the design and implementation phases of squad projects.</p> <p>Ora Konnect started implementation of the current Programme of Action (POA) in 2024 which was developed by the Ora Konnect alliance partners and led by Te Tihi. The POA has formed the foundation of the strategic plan to guide the collective now and into the future. The focus of the POA is on connecting whānau in the 4412 community and providing opportunities that will improve economic, environmental, social and health outcomes. The Programme of Action outlines both the ongoing strategic and the operational framework for Ora Konnect. The POA is robust and comprehensive, it provides scope for the collective to be responsive to current areas of focus and flexible to any developing areas of focus in the future. Te Tihi provide the backbone support functions to a high standard, by developing and delivering regular alliance hui, stakeholder workshops and ensuring a consistency of approach across the squads. Ora Konnect have therefore been enabled to consistently build on</p>	Met

		the implementation of existing squad initiatives in the last 12 months (Kai Sovereignty, Housing Sovereignty, Whānau Led) and continue to develop new squad initiatives (with a current focus on Hauora Sovereignty).	
<b>Sector Leadership activities</b>			
Priorities 1, 3 & 4	Deliver the highest level of expertise and highest quality service.	Staff assess that Te Tihi continue to provide a quality framework to enable the Ora Konnect alliance to deliver and develop successful squad initiatives in response to identified community need in the 4412. As a result, Ora Konnect have delivered a successful range of high-quality activities, events and programmes across active squads in this reporting period (including the implementation of further Kai Resilience initiatives, the development of Phase 2 of the Highbury Shopping Centre Revitalisation, including the carving of the pou to be installed on the corner of Pembroke and Highbury Ave).	Met
Priorities 1, 3 & 4	Provide capacity building and support for other community organisations to develop and connect.	While Te Tihi provide some capacity building support to Ora Konnect partner organisations (as the container of change) and staff understand Te Tihi provide extensive capacity building and support functions beyond Ora Konnect through the Te Tihi Alliance structure, the Sector Lead funding is focused solely on the Ora Konnect initiative delivery, and therefore limited information is available in the reporting from Te Tihi regarding their wider sector leadership functions. Staff will work with Te Tihi for the next round of Sector Lead funding to ensure the Agreement reflects their sector leadership scope more fully.	Met

Priorities 3 & 4	Think, work and advocate strategically	Te Tihi as an alliance and Ora Konnect as an initiative have a strong strategic foundation in their POA for creating systemic change. The Te Tihi Alliance has a long history of advocacy, particularly in the interest of iwi Māori that they bring to the Ora Konnect initiative.	Met
Priorities 3 & 4	Have robust strategic and business plans in place	Te Tihi are performing well in this area (see above comments) as evidenced by the success in securing multi-year Community-led Development Partnership (CLDP) funding for Ora Konnect from the Department of Internal Affairs, which will enable continued growth towards achievement of outcomes, and provides additional sustainability for the initiative.	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. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2024 to 31 December 2024 is appended to this memorandum at Attachment 2.

3.10 The current reporting period demonstrates growth in the number of partners, to a total of 19, in the Ora Konnect alliance and a high level of satisfaction by partner organisations in the work of Ora Konnect, remaining at 100%, which is testament to the community outcomes the alliance is delivering.

3.11 Ora Konnect continue to adapt and diversify current squads and the development of new squads to respond to whānau aspirations and to meet identified needs in the 4412.

#### 4. CONCLUSION

4.1 This memorandum has provided background to and comment on the Annual Report of Te Tihi o Ruahine Whānau Ora Alliance for 2024.

4.2 Staff have assessed that Te Tihi continue to perform well against their agreed activities in their role in support of the Ora Konnect alliance. The support provided by Te Tihi has provided stability and a framework for the Ora Konnect alliance to further develop their initiatives to achieve long term system change aspirations in the Western Suburbs.

**5. NEXT STEPS**

5.1 Staff will continue to support Te Tihi to deliver the wide-ranging Ora Konnect activities and initiatives covered by the current Partnership Agreement. Wider Council partnership in Ora Konnect outside of the community funding Council provides will continue, including, but not limited to the Ora Konnect alliance member governance partnership (supporting the strategic development and leadership of Ora Konnect) and staff participation in squads. Additionally, Council staff will continue to utilise the Ora Konnect Alliance as a valued resource for understanding community needs and perspectives in the 4412 when seeking community engagement on a range of programmes (including infrastructure projects and policy development).

5.2 In September 2024 staff completed an evaluation to determine continued partnership with Te Tihi as a Sector Lead organisation. It was confirmed that Te Tihi continue to demonstrate the six criteria of sector leadership, and they were invited to submit a proposal and budget for negotiation of their 2025-2028 Sector Lead Partnership Agreement. Their proposal details their contribution to achieving outcomes that align with council's goals and outcomes in the Oranga Papaioea City Strategy 2024-2034.

5.3 Staff expect to complete negotiation of the 2025-2028 Partnership Agreement with Te Tihi by 31 March 2025, with the new agreement to begin from 1 July 2025.



5.4 Te Tihi will present its next Annual Report, covering year one of the 2025-2028 agreement, early in 2026. Further staff commentary on progress will also be provided at that time.

**6. COMPLIANCE AND ADMINISTRATION**

Does the Committee have delegated authority to decide? Clause 4.4: Receive or note any report or memorandum or other information submitted to the Committee.	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>
Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or	<b>No</b>

plans?	
The recommendations contribute to:	
Whāinga 3: He hapori tūhonohono, he hapori haumarū Goal 3: A connected and safe community	
Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city	
The recommendations contribute to this plan:	
7. Mahere tautāwhi hapori 7. Community Support Plan	
The objective is: Support for-purpose organisations and communities of interest, and deliver programmes to promote community wellbeing	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead Organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seek to enhance the social, economic, environmental and cultural wellbeing of the community.

**ATTACHMENTS**

1. Ora Konnect Annual Sector Lead Report March 2025 [↓](#) 
2. Te Tihi Performance Measure Data 1 Jan 2024 - 31 Dec 2024 [↓](#) 







*“4412-Connecting Communities for Wellbeing”*

**Reporting period – March 2025**

**SECTION 1: INTRODUCTION**

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

There are 19 partners who are part of the Ora Konnect Alliance:



Using Collective impact as a framework, guided by a whānau-led approach and the principles of Whānau Ora, they bring together under one kaupapa; sharing of resources, effort, measurement, data and infrastructure across sectors to support and provide greater impact and resource to community aspirations. Our Community Aspiration as a shared vision seeks to translate the voices of the community and our collective into a phrase that is both audacious and memorable.

***‘4412- Connecting Communities for Wellbeing***

Our aim is to build a connected healthy community by creating and connecting whānau to opportunities that improve their economic, environmental, social, and health outcomes through strong relationships, intersectoral alliancing, and meaningful representation.

Ora Konnect (OK) focuses on growing the capacity, capability, tools and relationships within the 4412 (Southwestern Suburbs of Palmerston North City) to support the collective shared vision of “4412: Connecting Community for Wellbeing” 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.

#### WHAT WE ARE NOT

We are not collectively established as a Legal Entity.

We recognise that the partners are subject also to their own governance obligations and as such this agreement does not limit any partner’s rights and or obligations necessary to comply with their governance obligations under any law or other agreements.

#### HOW WE WORK TOGETHER - OUR VALUES

The values evolved from the key partners as an integration and alignment to the Community Aspiration.

**Kōtahitanga** - developing and maintain a unity of purpose and direction towards a shared vision.

**Pukengatanga** - celebrating the strengths of each partner which stems from their diverse culture and identity.

**Kaitiakitanga** - Nurturing, consolidating, developing and expanding each partner so that each can continue to fulfil its functions and duties.

**Wairuatanga** - fostering the spiritual essence of each partner in addition to the physical dimension.

**Whānaungatanga** - recognition of strength of the individual as being a part of a larger whole, of the Alliance. It is about knowing that each partner has a wider set of acquaintances that can provide support, assistance, nurturing, guidance and direction when needed.

**Manaakitanga** - Expressing acknowledgement of each partner's mana, respecting another's point of view, perspective and behaviour. Each partner should endeavour to enhance the mana of the other.

**Whakapapa** - Acknowledging whakapapa as the framework that connects people to one another, to generations past and future, and to the wider environment. It reminds us of our responsibilities to one another as well as to our kaupapa.

**Rangatiratanga** - expressing the attributes of a Rangatira including humility, leadership by example, generosity, altruism, diplomacy, and professionalism.

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## ALLIANCE PARTNERS

The Alliance Members are responsible for leading and directing the strategic purpose, vision and focus areas of Ora Konnect through sound leadership and strategic direction. It is where decisions are made that reflect the aspirations and needs of the community, ensuring that our actions are aligned with the Community Aspiration. Members are tasked to advocate, influence and provide pathways for transformational change within their own sphere of influence; this includes providing FTE support for Squads and the on the ground implementation of short-term projects and high leverage activities. The Alliance Partners are responsible for guiding and monitoring the progress of the Ora Konnect Work Programme.

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## CONTAINER OF CHANGE (TE TIHI O RUAHINE WHANAU ORA ALLIANCE CHARITABLE TRUST)

Key functions of the Container of Change include project collateral and coordination, administrative support, coordination of partners, facilitation, technology and communication support, establishment and maintenance of data infrastructure, building public will, advance policy, support and guide vision and activities.

The mobilisation of cross-sectoral relationships, deconstruction of traditional ideologies of change, fostering strong environments of trust that withstand the need for healthy competition and differences in perceived notions of power, facilitating innovation, mediating the need to achieve short-term outcomes and systemic change; create an environment that is self-sustainable when momentum and morale are low.

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## SQUADS

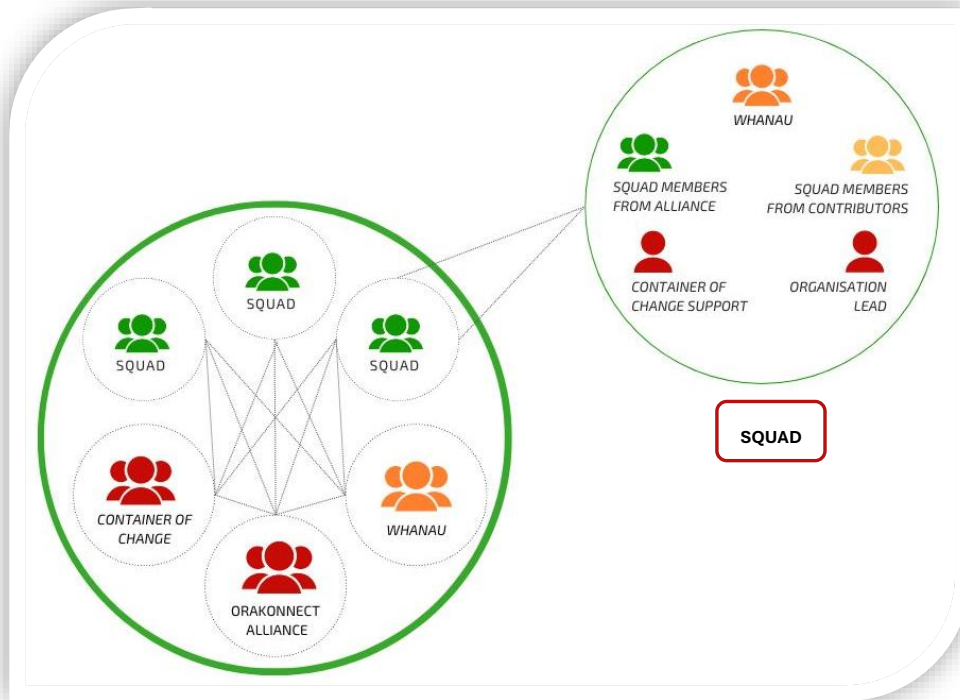
Squads support the coordinated execution of various short-term projects and high leverage activities within the 4412. Each Squad has an Organisational Lead from the Ora Konnect Membership and supported by the Container of Change. Squad members can be both Alliance Members or external contributors. The Container of Change play a key role in the design of HLAs, and Squad members are responsible for providing sound knowledge, guidance and access to whānau in design are integral to the on the ground implementation of short-term projects and HLA.

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## WHĀNAU

A kaitiakitanga group is in development that will represent the voice of our community within the operations of Ora Konnect. This will not replace the capturing of whānau voice to inform HLA but rather ensure that any actions within a project will be protected a whānau voice kaitiaki to ensure the integrity and mana of whānau and their contribution.

ORA KONNECT STRUCTURE



**SECTION 2: CONTRIBUTION TO PNCC OUTCOMES**

Over the past 12 months, Ora Kōnnect has continued its journey of progress, collaboration, and alignment with the aspirations of whānau in the 4412 community. Our collective focus has been on strengthening relationships across all alliance partners and the community, working towards a shared vision of a thriving, connected community in Palmerston North’s southwestern suburbs.

This report highlights the key milestones and progress made in achieving our shared aspiration but also contributing to several priorities of Palmerston North City Council.

These outcomes have been driven through high-leverage activities and the collective mahi of the Ora Kōnnect Alliance.

- Hauoranga Sovereignty Squad
- Housing Sovereignty Squad
- Kai Sovereignty Squad
- Whānau-Led Squad

**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

KEY DEVELOPMENTS IN THE LAST 12 MONTHS

- The Ora Kconnect Alliance held a hui on Thursday, February 28th, 2024, saw the Ora Kconnect Alliance commit to a re-scoping of our Focus Areas and High Leverage Activities (operationalised by Squads) centered around the evolving needs of our 4412 whānau and community.
- Discussion focused on exploring High Leverage Activities (HLAs) that better align with current whānau and community aspirations and needs. While acknowledging the achievements of the existing squads and HLA, it was agreed that a shift was necessary to address the evolving landscape of whānau and community in the 4412.
- Plans were quickly put in place to implement the re-scope to Focus Areas (Squads).
- Each squad has identified potential High Leverage Activities (HLAs) and will actively seek whānau input through events and workshops. These HLAs will guide the squads’ mahi through to June 2025:



**Hauora Sovereignty (Lead: Adam Holloway, Think Hauora)**

Support whānau to exercise their sovereignty over their health decisions and outcomes.

- Focuses on ensuring equitable access to health resources and promoting holistic wellbeing.
- Key programme elements include hosting community health workshops, developing pathways for equitable health services, and creating targeted wellness initiatives for the 4412 area



**Housing Sovereignty (Lead: Vanessa Sidney Richmond, Te Tihi o Ruahine):**

Focus on influencing system level changes as a way to contribute towards the housing aspirations of the 4412.

- Aims to address housing challenges and advocate for sustainable, affordable housing solutions.
- The work programme includes mapping housing needs, engaging with housing providers, and supporting whānau-led housing initiatives.
- Collecting 'Whānau Voice' - Hosting whānau/ community workshops



**Kai Sovereignty (Lead: Daniel Morrimire, Manawatū Food Action Network):**

Focusing on sovereignty over security, and supporting sustainable practices, local production, and stronger community connections.

- Strengthens food resilience and ensures whānau have access to nutritious kai.
- This focus includes supporting maara kai projects, developing food education programmes, advocating for sustainable food systems, and collecting data on whānau accessing kai supports in the 4412.



**Whānau Led (Lead: Anj Butler, Highbury Whānau Centre):**

Strengthen community leadership by building whānau capability to lead and influence positive change through the lived experience of whānau, local knowledge, and strategic leadership.

- Aims to strengthen whānau leadership, ensuring whānau are central in decision-making processes to drive community-driven solutions.
  - This focus includes the continued upgrade of the Highbury shops with the installation of the Pou in 2025 and strengthening relationships with the ORA KONNECT Alliance and the 4412 community through the Kaitiakitanga representation model.
- Every squad meet on a regular basis every 4-5 weeks with each squad having high attendance by partners and external collaborators.
  - An **Ora Konnect 2024 -2025 Work Programme** was developed in the interim while the 4412 Community Profile (capturing whānau voice) is being completed. The Community Profile and its insights will inform the Ora Konnect Programme of Action for 2025 – 2030.

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

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

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

**Priority 3:** Support communities to achieve their aspirations

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

#### HAUORA SOVEREIGNTY SQUAD:

The squad meets monthly and consistently has great attendance. They have utilised the last several months to build and strengthen our connections with the aim for services to work together in achieving collective impact. We have collaborated with presentations to understand our groups capabilities, whilst having the opportunity to identify some of the barriers for whānau within the 4412

The Hauora Sovereignty squad has managed to progress the following kaupapa in the last 12 months:

- **Cook Street Medical Enrolment Initiative:** Recognising the barriers to accessing primary healthcare, the Hauora Sovereignty Squad led an enrolment drive at Cook Street Medical. This initiative directly supported whānau in the 4412 who are not registered with a GP to enrol at the medical centre.
- **Alternative Primary Health Pathways Review:** The squad undertook a review of assessing alternative to mainstream health pathways. Ensuring culturally relevant and effective health options. This included mapping kaupapa Māori health services, rongoā Māori options, and community-led health initiatives that align with whānau wellbeing aspirations. The review has provided a strategic direction for future collaboration with hauora providers and has strengthened advocacy efforts for holistic, culturally responsive healthcare models.
- **Practice Plus Vouchers Initiative:** Tele health Initiative that's elevating poor access and financial barriers with GP access in the winter months

#### HOUSING SOVEREIGNTY SQUAD:

Housing Sovereignty squad has managed to progress the following kaupapa in the last 12 months:

- **Systemic Change in Advocacy:** The 2022 Housing Insecurity Report calls for systemic change in advocacy and housing access. The Ora Konnect Housing Squad is committed to driving collaborative solutions based on this report.

- Understanding Housing Services in 4412: The Housing Squad is mapping existing services and providers in the 4412 area to clarify roles and foster collaboration. The Squad is awaiting the progress of the GIS mapping tool on the PNCC Housing Insecurity Group as this work will inform an understanding within the 4412 and it would not be prudent to replicate a bigger piece of work that we can leverage off.
- Whānau-Centered Engagement: The squad plans to host a whānau workshop and engage at local events to ensure whānau voices guide housing opportunities.
- Awaiting Hui Outcome: The squad is awaiting the outcome of a hui with PNCC Housing Insecurity Group to confirm their work programme as there are actions that are being progressed by the wider city group which overlap with the Squad actions. This will also allow the Squad to focus on other kaupapa specific to the 4412.

**Housing Sovereignty 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

**WHĀNAU – LEAD SQUAD:**

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

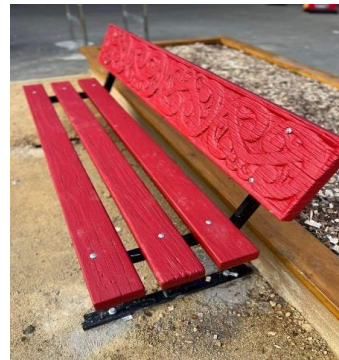
- **Play Box Installation** – The squad worked alongside the local council to install a *Play Box* at the Highbury Shopping Centre. This play box was designed to give tamariki access to sports and play equipment, promoting active play and creating more accessible spaces for whānau. While the initiative was met with excitement and support from the community, unfortunately, the boxes had to be removed due to Health and Safety concerns.
- **Pou Installation** – The carving of the *Pou* is now underway. A few of our squad members recently visited the whakairo artist to meet him and see the progress of the Pou. This marks an important step for the community as the Pou will represent our cultural identity and deepen our connection to the whenua and Highbury community.
- **Signage and Whānau Centre** – The Highbury Whānau Centre has started installing bilingual signage. The next phase has encountered some paperwork barriers but is being addressed. Additionally, new signage for the revitalisation project will be going up
- **Defibrillators** – A defibrillator has found a new home at the Pasifika Centre, thanks to Jodie’s help. Another defibrillator is awaiting installation by the Council.



**Kaitiakitanga and Community Action** – After recent tagging in the area, Jodie and whānau worked to clean the walls, inspiring a local gang member and his whānau to follow suit. This action sparked a sense of collective responsibility and is seen as a beautiful example of kaitiakitanga in action.

**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 SOVEREIGNTY SQUAD:**

The Kai Security squad has managed to progress the following projects in the last 12months:

**Kai Recipes for Community Food Distribution Centres**

- Kōrero with community kaimahi and food distribution teams highlighted that some kai provided isn't always familiar or easy to cook with (e.g., canned chickpeas and beans).
- To support whānau, we are partnering with Super Grans to develop simple, appetising recipes tailored to these ingredients.
- Recipes will be distributed at food access points to help whānau make the most of available kai.

**Next Steps:** Explore delivering cooking classes in a community facility to build confidence, develop practical skills, and share knowledge in a supportive space. Completion date: **March 2025**

**In-Home Māra Kai Project (50 Māra Kai Installations)**

- Launched in October 2024, with 25 māra kai installed so far and the remaining 25 planned for completion by June 2025.
- Whānau have shared positive feedback, with some documenting their progress through photos.
- We are tracking impact through surveys at three key points, using:
  - Likert scale questions to track knowledge growth, wellbeing, and kai use.
  - Qualitative feedback on whānau experiences and challenges.
  - Photo documentation and interviews for deeper insights.

**Next Steps:** Analyse baseline and endline data to evaluate impact, identify key learnings, and refine future māra kai initiatives. Completion date: **June 2025**



**Digital Collection of Whānau Accessing Kai Supports:** Three vital community kai distribution outlets in 4412 currently lack data collection processes due to limited capability and resources. Their priority remains meeting immediate needs, which means available resources are focused on food support rather than data collection. These community-based kai distribution services are vital to the 4412 communities as they operate on a “no questions asked’ tikanga.

However, discussions with the 3 on the ground local 4412 kai distribution services highlighted a shared aspiration to move from kai security to kai sovereignty.

Data collection is crucial for:

- Understanding the local food landscape and whānau needs.
- Strengthening evidence-based funding advocacy.
- **Next Steps:** developing and implementing data collection processes with the ability to produce reports, visualisations, and key insights.

Completion date: **June 2025**

**Kai Sovereignty are achieving the following PNCC priorities:**

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

### SECTION 3: CHALLENGES AND OPPORTUNITIES AHEAD

#### CHALLENGES:

- Ora Konnect continues to navigate a complex and evolving landscape, where whānau and communities face ongoing systemic barriers to hauora, housing, and kai security. The uncertainty surrounding funding streams has placed additional pressure on our partners, with many experiencing resource constraints that impact their ability to provide consistent and effective services.
- The restructuring within government agencies and other key partners, has also created instability, affecting whānau and frontline service delivery.
- Ensuring that the voices and aspirations of whānau within the 4412 community remain central to decision-making requires ongoing effort.
- We recognise that interagency collaboration, while essential, requires continued investment in relationships, trust, and shared accountability. Sustainable resourcing remains a significant challenge, particularly as community-driven initiatives require long-term commitment rather than short-term funding cycles.

#### OPPORTUNITIES:

- Despite these challenges, the momentum of Ora Konnect presents key opportunities for strengthening collective impact.
- In March 2024 Ora Konnect were successful with their Lotteries Grant application. The
- Ora Konnect and the Highbury Community were successful in the establishment of the Community-Led Development (CLD) partnership with the Department of Internal Affairs. This is a significant milestone, enabling Ora Konnect to secure sustainable resources and amplify community-driven solutions.
- With the ongoing work in our Kai Sovereignty, Housing Sovereignty, Hauora, and Whānau-Led squads, along with the collective efforts of the Ora Konnect Alliance, we see real potential to transform whānau aspirations into meaningful outcome. The commitment of Palmerston North City Council to increasing strategic funding presents an opportunity to align priorities and advocate for sustainable, long-term investment in 4412 community wellbeing.
- Additionally, the growth of our partnerships across the South Western Suburbs, including those within the Pasifika and wider multicultural communities, reinforces the interconnected nature of our mahi. The increasing engagement with iwi leadership strengthens our kaupapa, ensuring that kaupapa Māori remains at the heart of our approach. This opens new pathways for innovation, shared learning, and collective impact, ultimately ensuring that our whānau are supported holistically and that iwi aspirations are interwoven into sustainable, community-led solutions.

#### SECTION 4: REFLECTIONS AND CONCLUSIONS

##### REFLECTION

As we look to the year ahead, there are meaningful opportunities to build upon the solid foundation established by Ora Konnect:

- In February 2024 Ora Konnect were successful with a lotteries grant to support the digitisation of the 4412 Community Profile. The completion of the 4412- Community Profile will be a cornerstone, guiding our Strategic direction and Ora Konnect Plan of Action (POA) for 2025-2028 and ensuring our efforts remain in tune with the needs of our whānau.
- Ora Konnect and the Highbury Community were successful with securing a 5-year Community Led Partnership (CLDP) with the Department of Internal Affairs. The CLDP is playing a vital role in advancing long-term investment in whānau-led initiatives. Our success

relies on staying true to our collective vision and community aspiration, nurturing strong partnerships, and advocating for systemic change that supports the aspirations of our whānau and community in the 4412.

- We acknowledge and are grateful for the continuation of unwavering support of PNCC, whose contributions are essential to the success of our work. Reflecting on the past year, the strong attendance at the Ora Konnect Alliance Hui (80-90%) is a testament to the strength and value of our collective. Ora Konnect has become a key driver of collaboration, demonstrating our shared commitment to strengthening our communities. The partner survey results
- The ability to pivot, innovate, and respond to emerging needs is a clear reflection of the resilience of our people and the strength of our kaupapa. Securing the CLD partnership underscores the importance of building relationships and uniting around a shared vision, positioning us for a transformative approach that uplifts our communities.
- We are continuing to grow the knowledge of Collective Impact within the Ora Konnect Alliance, with the first training session of 2025 taking place in March. This will further strengthen our collective capacity to drive meaningful change and enhance our collaborative efforts

The Ora Konnect Partner Survey received 18 responses. Out of the 18 responses, 15 were from our Alliance partners:

1. **Overall Satisfaction of Ora Konnect Alliance – 5 (Strongly agree)** 60% and 40% rated 4
2. **Why did you rate this?** Common themes - partners appreciated the welcoming environment, the ability to share insights, and the collaborative nature of the doing collectivised mahi.
3. **Do you feel better off as an organisation? - 5 (Strongly agree)** 71% and 29% rated 4
4. **Why did you rate this?** Common themes - The ability to work together, share resources, and achieve collective impact were frequently mentioned as benefits.

Key highlights from feedback:

- **Positive feedback:** Many partners highlighted the strong relationships and community connections fostered by Ora Konnect. They also appreciated the support for community events and the ability to collaborate on joint projects.
- **Areas for Improvement:** Some partners noted that while the collective is strong, there is always room for improvement. Suggestions included enhancing collaboration and ensuring continuous improvement.



CONCLUSION

The year ahead presents an opportunity to build on the strong foundation laid by Ora Kōnnect. While challenges remain, the collective strength of our alliance, partners, and the 4412 whānau and community ensures we move forward with determination and purpose.

The completion of the 4412 Community Profile is a pivotal milestone, creating new opportunities for all invested in transformational outcomes for whānau and community. This Profile will enable us to be more intentional in prioritising our efforts and resources.

Sustainable resourcing remains a priority, and the CLD partnership is a significant step toward securing long-term investment in whānau-led initiatives. However, our success depends on upholding kaupapa Māori values, maintaining strong partnerships, and advocating for systemic change that reflects the aspirations of our whānau and community.

Ora Kōnnect stands firm in our commitment to whānau and community-led development. As we look ahead, we remain guided by our principles and shared aspiration.



**Te Tihi Performance Measure Data for period 1Jan 2024 to 31 Dec 2024**

<b>RBA</b>	<b>Performance Measure</b>	1 July 2022 - 31 Dec 2022	1 Jan 2023 - 30 June 2023	1 July 2023 - 31 Dec 2023	<b>1 Jan 2024 - 30 June 2024</b>	<b>1 July 2024 - 31 Dec 2024</b>
'How much'	Total number of partner organisations	18	18	18	19	19
	Total number of active squads	4	4	4	4	4
	Total number of Ora Konekt hui held	5	4	4	4	4
'How well'	Percentage of partners who report they are satisfied/highly satisfied with the Ora Konekt framework	Not completed	100% (13/13)	100% (13/13)	100% (17/17)	100% (15/15)
'Better off'	Percentage of partners who report they feel better able to deliver community outcomes as a result of their participation in the Ora Konekt Alliance	Not completed	100% (13/13)	100% (18/18)	100% (17/17)	100% (15/15)





## MEMORANDUM

**TO:** Community Committee

**MEETING DATE:** 19 March 2025

**TITLE:** Annual Sector Lead Report: Manawatū Multicultural Council

**PRESENTED BY:** Ahmed Obaid, Community Development Advisor

**APPROVED BY:** Danelle Whakatihi, General Manager Customer & Community

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### 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 19 March 2025
- 

#### 1. ISSUE

- 1.1 Manawatū Multicultural Council is delivering its third annual report (January – December 2024) as a Sector Lead organisation, which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Manawatū Multicultural Council against agreed activities and outcomes is included in this memorandum below.

#### 2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between MMC and the Council in July 2022. The Agreement stipulates that activities funded

contribute to the achievement of priorities 1 and 3 within the Goal 3 Connected and Safe of the 2021-2031 Long Term Plan.

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

**3. ANNUAL REPORT ANALYSIS**

3.1 MMC is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme, Ministry for Ethnic Communities, Eastern & Central Community Trust, Ministry of Social Development, NZ Lottery Grants Board and other funders.

3.2 MMC was founded in 1993 to provide an essential point of contact for new migrants, former refugees, international students, and newcomers to the city.

3.3 MMC operates as a coordinating body for the many different ethnic and cultural groups in the city, providing information, resources and activities, with the aim of creating a connected and inclusive community.

3.4 The amount of funding MMC receives through this Sector Lead Partnership Agreement is \$65,000 per annum (plus GST). Funding has been adjusted for inflation in years two and three, with an additional pro rata allocation of funding in year three from the increased Strategic Priority Grant funding allocated by Council through the Long-Term Plan 2024-2034 deliberations. Funding for the current financial year totals \$74,789.

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

<b>Strategic Alignment</b>	<b>Activity</b>	<b>Comment</b>	<b>Assessment</b> (Not met; developing; or met)
<b>Connected and Safe activities</b>			
Priorities 1 & 3	Operate the Multi-Cultural Centre	<p>MMCs Multi-Cultural Centre is located at Hancock Community House.</p> <p>The Multi-Cultural Centre is well-established as a hub of support and information for ethnic community members.</p> <p>During this period, the Centre has been operating successfully and is well managed.</p> <p>MMC continue to contribute to Council's Multicultural Hub project, and during this period</p>	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		they have participated in the planning and design process.	
Priority 1	Deliver Holiday Programmes	MMC successfully facilitated holiday programmes with a significant number of children and collaborated well with other organisations.	Met
Priority 1	Provide Educational Workshops	<p>During this reporting period MMC delivered several educational workshops to support community members. A total of 3,262 participants attended the workshops. Topics included:</p> <ul style="list-style-type: none"> <li>• Happy Women</li> <li>• Etu Employment</li> <li>• Mind &amp; Body</li> <li>• Happy Families</li> <li>• Inc. Societies Constitutions</li> <li>• Happy Seniors</li> <li>• Job interviews</li> <li>• Youth Development</li> <li>• Science Programme</li> </ul> <p>Staff are satisfied that MMC are delivering a good range of quality workshops, and they are achieving good engagement.</p>	Met
Priority 1	Provide language translation assistance	MMC now offers language translation assistance. They are now offering the service in 50 languages and have 60 translators. The service is offered to those needing help with legal matters, employment, immigration, housing, and medical needs. Language assistance is a significant barrier for many in our community, and so this is a valuable service.	Met
Priority 1 & 2	Lead a membership network of cultural	MMC has a total of 66 member groups, an increase on the previous year. MMC have organised meetings and	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
	groups	activities for the member groups to connect, and send regular communications to the network.	
Priority 1 & 2	Contribute to the delivery of cultural events and celebrations, including the Festival of Cultures	MMC continues to successfully contribute to the planning and delivery of many cultural celebrations. MMC's biggest events of the year were: Festival of Cultures, Diwali Mela, Songs & Praises, Potluck Dinners, Palmy Play Festival and many more.	Met
<b>Sector Leadership activities</b>			
Priority 1, 2 & 3	Provide capacity-building and support for other community organisations to develop and connect	<p>MMC provided guidance and support to its members throughout 2024, and stability within staffing has contributed to an improvement in this area.</p> <p>Areas of support were Immigration processes, cultural orientation and integration, access to legal information and referrals, assistance with finding accommodation and financial hardship support.</p>	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. During the reporting period, MMC has had a stable governing committee and management, which has enabled them to lift their service delivery.	Met
Priority 1	Think, work, and advocate strategically	<p>MMC continues to contribute to Council's Multicultural Hub project by providing knowledge and community insights to the project team, attending meetings with Council staff and updating members.</p> <p>MMC has had a stable and</p>	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		<p>committed board during the reporting period. Council staff have been attending the meetings and provide guidance when needed.</p> <p>MMC represent their membership in multiple areas, including the Welcoming Communities Advisory Group, and regularly contribute to cross-sector forums and advocacy opportunities.</p>	
Priority 1 & 2	Have robust strategic and business plans in place	<p>MMC has been engaging with members and actively working to comply with the required changes to its constitution to align with the new Incorporated Societies Act.</p> <p>Financially, funding from MSD is finishing at the end of this financial year due to the winding up of the Community Connection Service Contract. MMC have rearranged their budgets to keep at least one Community Connector role. The Connector role is essential to maintain connections with communities in need.</p> <p>MMC's other staff roles are also currently operating under pressure at 30 hours a week. Increasing capacity in their manager role in future will support the organisation to continue to strengthen and grow, particularly as the organisation shifts into a new Multicultural Hub facility.</p>	Developing

- 3.6 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.7 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2024 to 31 December 2024 is appended to this memorandum at Attachment 2.
- 3.8 The current reporting period shows a continuation of high levels of satisfaction by members in the work that MMC does.
- 3.9 During this reporting period Manawatū Multicultural Council's services have reached significantly more people than previous periods, reflecting that the organisation is growing to its full potential with a full, stable team.

**4. CONCLUSION**

- 4.1 This memorandum has provided background to and comment on the annual report of MMC for 2024.
- 4.2 Staff have assessed that MMC are performing well against the majority of their agreed activities across the board. The organisation continues to demonstrate significant growth in response to community needs, provide strong advocacy, and collaborate well with others to deliver quality outcomes.

**5. NEXT STEPS**

- 5.1 In September 2024, staff completed an evaluation to determine continued partnership with MMC as a Sector Lead organisation. It was confirmed that MMC continue to demonstrate the six criteria of sector leadership, and they were invited to submit a proposal and budget for negotiation of their 2025-2028 Sector Lead Partnership Agreement. Their proposal details their contribution to achieving outcomes that align with council's goals and outcomes in the Oranga Papaioea City Strategy 2024-2034.
- 5.2 Staff expect to complete negotiation of the 2025-2028 Partnership Agreement with MMC by 31 March 2025, with the new agreement to begin from 1 July 2025.
- 5.3 Staff will continue to support MMC to deliver the wide-ranging activities and initiatives covered by the Sector Lead Partnership Agreement.
- 5.4 MMC will present its next Annual Report, covering year one of the 2025-2028 agreement, early in 2026. Further staff commentary on progress will also be provided at that time.

**6. COMPLIANCE AND ADMINISTRATION**

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

**ATTACHMENTS**

1. Manawatū Multicultural Council Annual Sector Leads Report, March 2025 [!\[\]\(e662c6fdc679f154c0e75d901761d894\_img.jpg\)](#) [!\[\]\(e0657301a840725a62b5d9c03de7d165\_img.jpg\)](#)
2. Manawatū Multicultural Council Performance Measures Data 2024 [!\[\]\(c84b30d7d5311af020af6bce6a2c548f\_img.jpg\)](#) [!\[\]\(a9333260d8ffbbfeaa1095df6db7bccd\_img.jpg\)](#)







# **Manawatu Multicultural Council**

## **Sector Lead Partnership Report 2024**



**Manawatū**  
Multicultural Council Inc.

## Sector Lead Partnership Report 2024

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## Section 1 – Introduction

### 1. Introduction

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

Our mission is to celebrate, support, and connect the multicultural communities of Manawatū. By the end of 2024, we have grown to include 66 community members, comprising both groups and individuals. We remain steadfast in our commitment to fostering understanding, respect, and harmony among all members of our community. Our centre has become a dynamic gathering place where traditions are honoured, different languages are spoken, and friendships are forged across cultural boundaries.

Our vision is to establish MMC as a sustainably funded, high-profile organization at the forefront of multicultural engagement in our region. We aspire to:

- Be the first stop for all migrants and former refugees, providing essential support services and a welcoming environment.
- Maintain collaborative relationships with strategic partners and community groups to amplify our impact.
- Deliver innovative, high-quality programs and events that celebrate cultural diversity and meet the evolving needs of our members.
- Achieve operational excellence, ensuring our centre is efficiently managed and recognized as a respected leader by organizations, agencies, and individuals alike.

## Section 2 – Contributing to PNCC Outcomes and Agreed Activities

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

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

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

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

**Priority 3** - Supporting communities to achieve their aspirations.

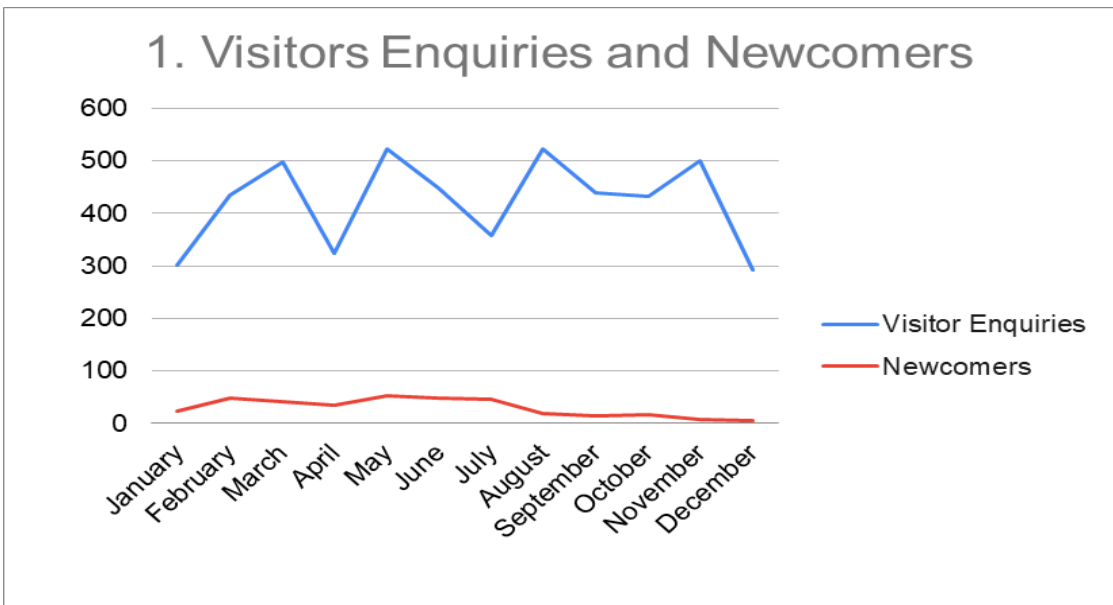
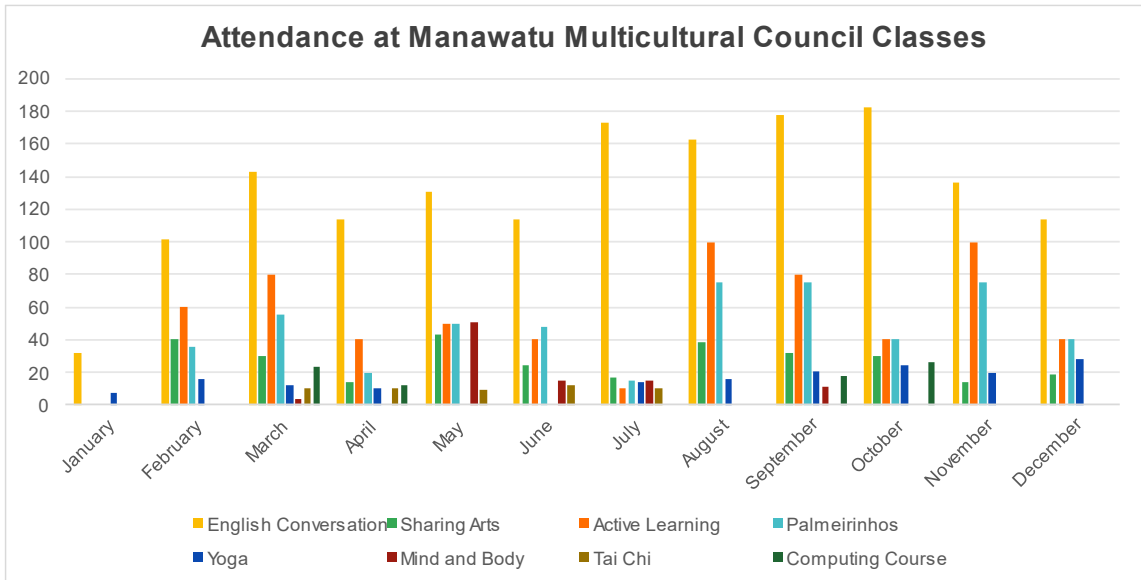
This report outlines our planned activities and highlights how we have addressed challenges and leveraged opportunities throughout the year. It provides a comprehensive overview of our initiatives from January 2024 to December 2024, concluding with key reflections and insights gained during this period.

### 2.1 Operating the Multicultural Centre

At the MMC centre, located in the Hancock Community House Level 2, We are committed to providing accessible and inclusive support services for migrants, newcomers, international students, and former refugee communities in Manawatū. Our goal is to create opportunities for learning, connection, and empowerment in a welcoming environment. All our programs are free and open to everyone, regardless of visa status, ensuring that individuals and families can access the resources, support, and community networks they need to thrive.

**Regular classes and activities at MMC Centre**

All our classes are run by volunteer teachers. Enquiries made to MMC are accepted and processed by our centre staff. Our office/centre is open during the week between 10AM – 4PM. Below are some of the activities which were run in 2024, all held in our centre:



### Language Support Groups

In continuation to the First Language Programme that started in 2023, MMC alongside DIA continued to provide support to the ongoing first language classes, namely:

1. Portuguese
2. Mandarin (Children)
3. Nepali
4. Tamil
5. Arabic
6. Tagalog

With new languages that have started during the year, namely:

1. Mandarin (Adults)
2. Bahasa Indonesia

For language classes that have become self-sustaining, our organization has taken a more supportive role. However, we continue to maintain communication to stay informed of any support that may be needed.

MMC has provided support for the self-sustaining classes in the following ways:

- FREE venue for classes
- Stationary purchases (reimbursement)
- Printing (language class facilitators are able to use the MMC printer for FREE)

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

Venue Support Service (workshops, meetings, rehearsals etc) From January – December 2024. A total of 1,533 people.

## 2.2 Delivery of Holiday programmes, Kids and Youth Activities

In 2024, we continued our efforts to coordinate a range of events and programmes that target children and youths across the multicultural communities. By offering these opportunities, we aim to empower our Tamariki and Rangatahi to unlock greater possibilities for their future.

### **Kids Market & Global Market**

Following the success of the Kids Market events in 2023, we continued to hold the markets at every school holiday: April, July, October and December. While maintaining the programme Kaupapa: “To educate and empower children with the needed knowledge and skills to thrive in planning, preparing, and selling products”, we are pleased that the programme has attracted many new families with young entrepreneurs coming from various backgrounds.

In 2024, GPS and MMC collaboratively introduced **Global Market**, targeting community groups interested in selling cultural themed products. We were pleased to receive positive responses from stallholders and event goers, as we saw some community groups repeatedly participating and the number of attendees at the event increasing.

On average, each Kids & Global Market event has attracted around 30 stallholders. While we request that Kids Market are hosted by children, there are no such restrictions for Global Market. With the increasing number of new stallholders, we were pleased to see a growing number of varieties in the products sold, ranging from jewellery, 3D-figures, plants, handmade soaps and other DIY products, as well as unique cultural snacks and beverages.

### **Te Manawa Science Programme**

MMC collaborated with Te Manawa to deliver an after-school science programme, focusing on microscopic exploration. Twelve (12) primary school-aged children attended the weekly classes over all four school terms, and responses were positive.

### **Pop Up Play (Multicultural)**

MMC collaborated with PNCC and GPS in bringing the Multicultural Pop-Up Play, as part of the Pop-Up Play week series. Our event was held on 11 July 2024 at Rangiora Community Hall. By hosting the event in Roslyn, we hoped to target the refugee communities and families residing in the area.

The multicultural pop-up play adopted the theme of “Play Around the World”, with eight (8) games that promote learning about the world as well as geographic knowledge. Games included Matching Famous Landmarks and Countries, Landmark Building (using recycled materials), Placing Countries in the right Continents, and World Hunt (answering world related questions by searching the answers throughout the event venue). Event attendees were encouraged to play as many games as possible to collect stamps on their "play card." After earning three stamps, a prize was redeemable — snacks from around the world.

Event responses were very positive all around. The idea was very successful and was repeated at the Palmy Play Festival later last year.

### **Youth Activities - Poipoia Te Pitomata**

We repeated the success of this programme, as a collaboration with St John, aimed at rangatahi (aged 14-25 years old). Similar to the previous year, the Kaupapa of PTP is to gift rangatahi, who would not otherwise have access to grow skills in self-determination, first aid and wellbeing. Poipoia te Pitomata provides enhancement and confidence for rangatahi to take positive steps into their futures. The programme ran from 8-12 July, at Palmerston North Boys’ High School. The two facilitators, provided by St John, were joined by ten (10) registered rangatahi, from Palmerston North and surrounding areas.

Of the 10 rangatahi registered, 60% was of Asian descent, 30% of African descent, and 10% was of NZ Pākeha descent. Similar to the previous year, the rangatahi were taken through the three main themes that are represented through a digital badge: The Rangatiratanga badge, The Whakaora Whāwhai digital badge, and The Whatumanawa badge.



### Youth Activities – Youth Themed Potluck Dinner & Youth Harmonies

In celebration of Youth Week, MMC arranged a youth themed potluck dinner which included several fun games that were enjoyed by children and youth alike. A few days after, MMC hosted Youth Harmonies at the Plaza, which saw three (3) talented Youth musicians playing traditional Chinese instruments to the public.

### 2.3 Providing Educational workshops.

- Through years of close collaboration with our communities, we have built strong and trusting relationships with many ethnic groups. In this process, we have identified significant challenges that, while not directly tied to financial hardship, could create various difficulties in the near future. As an umbrella organization representing over 60 ethnic community groups, we acknowledge our role in addressing these emerging needs. Our key focus areas include Youth Development, Elderly Wellbeing, Communication Support, and Community Education. This proposed service will strengthen our existing platform to provide practical assistance and proactive solutions for ethnic communities.
- Happy Women workshop
- Etu Employment Workshop
- Mind & Body Workshop
- Happy Families Workshop
- Mind and Body Workshop
- Constitution Workshop
- Happy Seniors Workshop
- Job Interview Workshop
- Poipoia Te Pitomata
- Te Manawa Science Programme
- GRX

All these workshops were focused on how we can support our multicultural communities and members to overcome hardships on their lives. By providing

educational workshops we have continuously sought to empower and uplift each member of our ethnically diverse community.

We had a total of 3262 participants for all those workshops and we received 93% of feedback of them that responded with very satisfied.

#### **2.4 Provision of Language translation services.**

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

#### **2.5 Leading a membership network for our cultural groups.**

MMC currently boasts 66 member groups. Last year, we successfully held 4 members meetings 2 constitution workshops and our Annual General Meeting (AGM).

In 2024, we invited speakers and officials to address our members, empowering them to address their own community issues. Those included PNCC's officials, workbridge etc.

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

## 2.6 Contributing to the delivery of Cultural Events and Celebrations.

Manawatū Multicultural Council is a key centre for cultural events in the city, highlighting a vibrant mix of traditions and heritage. Last year, we organized and supported over 50 events and programmes, including:

- Lunar New Year
- Festival of Cultures – Ethkick, World Fair, Teas & Coffees of the World.
- World Heritage Month – “An Open Book” event and MMC historical display at the Palmerston North City Library
  
- Celebration of Songs & Praises
- Palmy Play Festival
- Diwali Mela
- Christmas Parade
- Potluck Dinner
- Volunteers Get-Together
- Heritage Month Display
- Heritage Month "An Open Book"
- Youth Plaza Pop Up

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

- Indian community
- Thai community
- Japanese community
- Korean Society
- Welcoming Communities Week & Pakistani Community
- Annual Dinner

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

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

### Primary Function

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

Currently, MMC employs 2 permanent part-time staff members and one fixed-term staff member. We also have 3 Community Connectors and 1 Welcoming School Coordinator working with us.

### Community Connectors

Here at MMC, we recognize that adjusting to life in a new country can be both exciting and challenging. That’s why our dedicated Community Connectors are here to offer guidance and support to newcomers, former refugees, and migrant communities. We believe that everyone should feel a sense of belonging and security as they start their new journey.

Our team provides a wide range of services to help individuals and families settle comfortably into their new environment, including:

- Guidance on immigration processes and requirements.
- Language support and interpretation services.
- Cultural orientation and community integration.
- Access to legal information and referrals.
- Assistance with finding safe and stable housing.
- Support for financial hardships.

Through these services, we aim to empower newcomers with the resources and connections they need to build a strong foundation in their new home.

### The Welcoming Schools Programme.

In 2024, the WSP played a crucial role in creating inclusive school environments by working closely with schools, community organizations, and government agencies. Through collaborative initiatives, the programme provided practical support, enhanced cultural awareness, and strengthened connections between schools and newcomer communities.

#### Key Activities and Achievements

1. Cultural Competence and In-school parent sessions
2. Enhancing Family and Community Support
3. Promoting Cultural Awareness through Collaboration

#### Impact and Outcomes

- Strengthened partnerships between schools, families, and the community to enhance newcomer support.
- Increased educator cultural competence through targeted training.
- Improved school-family communication through language support initiatives.
- Encouraged student engagement in cultural celebrations.
- Expanded access to wraparound support for families.

#### WSP Reach

In 2024, the Welcoming Schools Programme has established connections with 19 schools, including:

- 1 Early Childhood Education (ECE) centre
- 14 Primary Schools
- 2 Intermediate Schools
- 2 High Schools

Through these partnerships, WSP contributed to fostering inclusive and culturally responsive school environments across Palmerston North.

### Section 3 – Challenges and opportunities

#### Economic, Social and Political Challenges

Same as previous years, in 2024 MMC welcomed many newcomers who came to Palmerston North. Many of them were happy to stay longer here as it was very peaceful and family friendly city. But we also witnessed some of our members leaving Palmy and even New Zealand due to various challenges. Some of them already had second thought of the safety of the city with rising crime incidents. Other factors such as the high cost of living and lack of attractive employment opportunities and challenging immigration rules were among the reasons prompting their departure. These frequent changes within our communities can impact their ability to contribute back to the community.

We also have realised lots of our communities and economy of our city tied to international students and scholars coming from around the world. But unfortunately, even though being a student city, we do not have a sustainable or long-term way of encouraging those scholars to share their knowledge with our communities. Right after they finish their studies many of them are going to different cities or leave the country.

While we understand these issues are beyond our control, we always strive to create a warm and supportive environment at MMC for our communities and continue to strive to be the ideal leader who can direct them to right direction.

#### Section 4 – Reflection and Conclusion

The current social and economic struggles within the community deeply affect multicultural communities, often amplifying existing challenges faced by migrants, newcomers, and former refugees. Financial hardship can limit access to essential resources such as housing, education, and healthcare, making it even more difficult for individuals and families to establish stability in their new environment.

For many, economic pressure means fewer opportunities for cultural expression, community gatherings, and the preservation of traditions, as basic survival needs take priority. It can also lead to increased isolation, stress, and mental health concerns, particularly for those who already face language barriers or systemic disadvantages.

At the same time, economic hardship can strengthen community bonds, as people come together to support one another through collective efforts. Cultural groups and organizations often become lifelines, providing not just material assistance but also emotional support and a sense of belonging. This highlights the resilience within multicultural communities, where despite financial struggles, the spirit of togetherness and mutual aid remains strong.

Ultimately, addressing these challenges requires a collaborative approach, with community leaders, support services, and policymakers working together to ensure that all members of society, regardless of their cultural background, have the opportunity to thrive.

Finally, we want to thank PNCC for their support and encouragements to MMC and for the multicultural communities. We also appreciate the efforts and opportunities that PNCC creates for their wellbeing.





**Manawatū Multicultural Council Performance measure data for period Jan 2024 to Dec 2024**

RBA	Performance Measures	1 July 2022 – 31 Dec 2022	1 Jan 2023 – 30 Jun 2023	1 July 2023 – 31 Dec 2023	1 Jan 2024 – 30 Jun 2024	1 July 2024 – 31 Dec 2024
'How much'	Total number of clients (community members) accessing the centre	1630	2820	2704	4974	4691
	Total number of members (community groups)	58	63	60	64	66
	Total number of workshops/programmes delivered	11	21	41	45	48
	Total number of volunteers	20	61	65	65	55
'How well'	Percentage of clients (community members) who were highly satisfied/satisfied with their engagement at the centre	98% (108 of 110 respondents)	96% (510 of 530 respondents)	95% (523 of 550 respondents)	80% (523 of 650 respondents)	92% (540 of 588 respondents)
	Percentage of multicultural groups who were satisfied with MMC's support	92.5% (49 of 53 respondents)	90% (50 of 55 respondents)	95% (43 of 45 respondents)	93% (56 of 60 respondents)	97% (60 of 62 respondents)
'Better off'	Percentage of clients who report they feel better connected to the community as a result of engaging with MMC	98% (108 of 110 respondents)	96% (510 of 530 respondents)	96% (530 of 550 respondents)	80% (523 of 650 respondents)	92% (542 of 588 respondents)
	Percentage of members (community groups) who report they feel better connected to the wider community as a result of being a member of MMC	92.5% (49 of 53 respondents)	90% (50 of 55 respondents)	95% (43 of 45 respondents)	93% (56 of 60 respondents)	97% (60 of 62 respondents)



## MEMORANDUM

**TO:** Community Committee

**MEETING DATE:** 19 March 2025

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

**PRESENTED BY:** Ahmed Obaid, Community Development Advisor

**APPROVED BY:** Danelle Whakatihi, General Manager Customer & Community

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### RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Te Pū Harakeke – Community Collective Manawatū' presented to the Community Committee on 19 March 2025.
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#### 1. ISSUE

- 1.1 Te Pū Harakeke – Community Collective Manawatū is delivering its third annual report (January – December 2024) as a Sector Lead organisation, which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Te Pū Harakeke – Community Collective Manawatū against agreed activities and outcomes is included in this memorandum below.

#### 2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Te Pū Harakeke – Community Collective Manawatū and the Council in July 2022. The Agreement stipulates that activities funded contribute to the achievement of priorities 1 and 3 within Goal 3 ‘Connected and Safe’ of the 2021 – 2031 Strategic direction.
- 2.4 Reporting requirements within the Agreement include an annual report to Council covering the activities delivered and outcomes achieved in the preceding period.

**3. ANNUAL REPORT ANALYSIS**

- 3.1 Te Pū Harakeke – Community Collective Manawatū is a registered Incorporated Society and receives multiple and diverse sources of funding, including grants from Palmerston North City Council, Community Organisation Grants Scheme, Lottery Grants Board, Pub Charity, and other funders.
- 3.2 Te Pū Harakeke - Community Collective Manawatū was founded in 1971 as the Palmerston North Community Services Council to bring together and provide support for Palmerston North based community organisations. Their membership consists of over one hundred for-purpose organisations and individuals working in the social sector and local community.
- 3.3 The amount of funding Te Pū Harakeke – Community Collective Manawatū receives through this Sector Lead Partnership Agreement is \$90,000 per annum (plus GST). Funding has been adjusted for inflation in years two and three, with an additional pro rata allocation of funding in year three from the increased Strategic Priority Grant funding allocated by Council through the Long-Term Plan 2024-2034 deliberations. Funding for the current financial year totals \$103,554.
- 3.4 In addition to the funding mentioned above, Te Pū Harakeke receives \$62,859 for Hancock House management (this amount has been 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 this year is \$235,000.

title

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

<b>Strategic Alignment</b>	<b>Activity</b>	<b>Comment</b>	<b>Assessment</b> (Not met; developing; or met)
Priorities 1 & 3	Facilitate capability and capacity building training	Te Pū Harakeke have delivered a good number of activities and programmes in this period. A total of 17 workshops and training sessions were delivered to 220	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
	sessions, programmes, workshops for community groups	<p>people across a range of topics, including:</p> <ul style="list-style-type: none"> <li>• Te Tiriti o Waitangi</li> <li>• Volunteer Management</li> <li>• Governance</li> <li>• First Aid</li> <li>• Managing Legal Issues</li> <li>• Working with Vulnerable Communities</li> <li>• Sustainable Funding</li> </ul> <p>Te Pū Harakeke regularly seeks feedback from community groups to help plan for their future activities, which ensures that they are building capacity and capability in the areas most needed by the sector.</p>	
Priorities 1 & 3	Facilitate membership network for the community sector	<p>Te Pū Harakeke – Community Collective has 111 members. In 2024, they organised 8 meetings for members to connect and collaborate, and their staff play an important role in encouraging and supporting these connections.</p>	Met
Priority 1	Deliver Social Wellbeing Forum (SWF)	<p>Te Pū Harakeke ran the SWF in September 2024. The report and recommendations will be published in 2025.</p> <p>A survey was conducted by TPH prior to the SWF to identify most important topics to be discussed, those were: Cost of living, housing, mental health and wellbeing, and access to services. Collaboration and youth were also added.</p> <p>Findings from the survey indicated that continued support and funding from Council was much appreciated and highly needed, it also highlighted government policies and staff retention as</p>	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
		<p>major challenges.</p> <p>More than 100 participants attended the 2024 SWF, an increase on the 2022 SWF which saw 70 participants.</p>	
Priority 3	Provide capacity-building and support for other community organisations to develop and connect.	<p>Te Pū Harakeke offered support and advice in four areas of need as part of their Te Tauteka programme. Those areas are:</p> <ul style="list-style-type: none"> <li>• Governance and Strategy</li> <li>• Preparing new or updating Trust Deeds</li> <li>• Human Resources and employment</li> <li>• Accounting/ financial compliance</li> </ul> <p>A total of 6 groups have been supported across all areas. This programme is an example of the leadership role of Te Pū Harakeke in the community sector.</p>	Met
Priorities 1, 3 & 4	Deliver the highest level of expertise and highest quality service.	Officers assess that Te Pū Harakeke provide a quality service to the social sector in Palmerston North, this is evident through the support it provides to tenants of Hancock Community House as well as the support programmes and trainings it delivers to smaller not-for-profit organisations.	Met
Priorities 3 & 4	Think, work, and advocate strategically;	Te Pū Harakeke have regularly provided submissions and consultations to PNCC on behalf of the community social sector. They are performing well in this area.	Met
Priorities 3 & 4	Have robust strategic and business plans in place.	Te Pū Harakeke have an excellent strategic plan.	Met

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
Priority 1	Management of Hancock Community House & Purchase of furniture and Equipment for Hancock Community House	Te Pū Harakeke are performing very well in providing day to day administration of Hancock Community House. They have a well-established relationship with all tenants and hold regular tenants' meetings.  Bookings and administration of meeting rooms and reception services have been managed well by staff.	Met
Priority 3	Administration of Community Development Small Grants Fund	The Small Grants Fund provides up to \$5,000 per group for administration expenses. In 2024, 70 groups applied of which 52 were approved. They also distributed three emergency grants. Staff note the increase in applications to this fund compared to last year with 62 applications, likely reflecting the change in the overall funding environment.  Staff work alongside Te Pū Harakeke to ensure continual improvement of processes.	Met

- 3.6 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.7 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' as a result of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2024 to 31 December 2024 is appended to this memorandum at Attachment 2.
- 3.8 The current reporting period shows a high level of satisfaction by member organisations in the work that Te Pū Harakeke do. A particular highlight of the year is the high percentage of respondents reporting new skills and

knowledge gained as a result of the support of Te Pū Harakeke, at 96% and 97% for the two six-month periods respectively.

**4. CONCLUSION**

- 4.1 This memorandum has provided background to and comment on the annual report of Te Pū Harakeke – Community Collective Manawatū for 2024.
- 4.2 Staff have assessed that Te Pū Harakeke – Community Collective Manawatū are performing well against their agreed activities across the board. The organisation continues to demonstrate significant growth in response to community demand, provide strong advocacy on social issues, and has demonstrated that building collaboration across social initiatives is a core strength. They continue to identify areas for innovation and have plans to lead these out in 2025.

**5. NEXT STEPS**

- 5.1 In September 2024 staff completed an evaluation to determine continued partnership with Te Pū Harakeke – Community Collective Manawatū as a Sector Lead organisation. It was confirmed that Te Pū Harakeke continue to demonstrate the six criteria of sector leadership, and they were invited to submit a proposal and budget for negotiation of their 2025-2028 Sector Lead Partnership Agreement. Their proposal details their contribution to achieving outcomes that align with council's goals and outcomes in the Oranga Papanoa City Strategy 2024-2034.
- 5.2 Staff expect to complete negotiation of the 2025-2028 Partnership Agreement with Te Pū Harakeke by 31 March 2025, with the new agreement to begin from 1 July 2025.
- 5.3 Staff will continue to support Te Pū Harakeke – Community Collective Manawatū to deliver the wide-ranging activities and initiatives covered by the Partnership Agreement.
- 5.4 Te Pū Harakeke will present its next Annual Report, covering year one of the 2025-2028 agreement, early in 2026. Further staff commentary on progress will also be provided at that time.



**6. COMPLIANCE AND ADMINISTRATION**

Does the Committee have delegated authority to decide? Clause 4.4: Receive or note any report or memorandum or other information submitted to the Committee.	<b>Yes</b>
Are the decisions significant?	<b>No</b>
If they are significant do they affect land or a body of water?	<b>No</b>
Can this decision only be made through a 10 Year Plan?	<b>No</b>



Does this decision require consultation through the Special Consultative procedure?	<b>No</b>
Is there funding in the current Annual Plan for these objectives?	<b>Yes</b>
Are the recommendations inconsistent with any of Council's policies or plans?	<b>No</b>
<p>The recommendations contribute to</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumarū</p> <p>Goal 3: A connected and safe community</p>	
<p>The recommendations contribute to this plan:</p> <p>7. Mahere tautāwhi hapori</p> <p>7. Community Support Plan</p> <p>The objective is: Support for-purpose organisations and communities of interest, and deliver programmes to support community wellbeing.</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Sector Lead organisations contribute to the achievement of Council's strategic direction, particularly Goals 2, 3 and 4, which seek to enhance the social, economic, environmental and cultural wellbeing of the community.

**ATTACHMENTS**

1. Te Pū Harakeke - Community Collective Manawatū Annual Sector Leads Report, March 2025 [↓](#) 
2. Te Pū Harakeke Performance Measures Data 2024 [↓](#) 





## Sector Lead Partnership Agreement Annual Report for 2024

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## Section 1: Introduction

Te Pū Harakeke—Community Collective Manawatū 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 54 years that we have operated, and we are particularly grateful for the City Council's ongoing financial support for Te Pū Harakeke an organisation, and for the city's community sector more generally.

## Section 2: Contribution to PNCC Outcomes

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

- Outcome 6: Community social service groups and facilities that are well supported and invested in.

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

This report covers the period 1 January – 31 December 2024.

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

#### Training workshops

We delivered 17 training workshops in 2024, reaching 220 members and sector workers. This brings the total number of participants who have benefited from our training since the start of the contract period to 638. Our workshops cover a range of topics, including Te Tiriti o Waitangi, volunteer management, governance, first aid, sustainable funding, legal issues, and working with vulnerable communities.

Training seminars and workshops	
Total attendees across 2024	220
Training attendees who told us that they learned new skills or knowledge at the training they attended.	97%
Training attendees who told us that they will implement a change or changes to their work as a result of attending the training.	92%
Net Promotor Score across 2024 (NPS uses a scale from -100% to 100%).	86%

Feedback from training attendees includes:

*“OMG, learned so much. Collecting all docs & systematically making applications”*

(Feedback from a Sustainable Funding workshop Attendee -May 2024)

*“I will be more conscious of inequalities between cultures.”*

(Feedback from a Treaty of Waitangi Workshop – May 2024)

And when we asked participants about the changes they implemented as a result of the training, they shared the following feedback:

*“I have shared what I gained from the training with Board Members from the organisation where I do volunteer work and we are looking at how to integrate the material into our future financial strategy and approach to fundraising”*

*“Better understanding of engaging with Pasifika has made [the] team more confident. [A] Better understanding of Te Tiriti, which is fundamental knowledge for operating in a bicultural framework.”*

(Anonymous survey respondents – Jan 2025)

**Te Tauteka – Legal Entities Professional Advice & Support**

Te Tauteka is a programme that provides legal and professional support to not-for-profit organisations. The word **tauteka** refers to a brace or support structure, or a pole used to carry something and share the load between two people. This is the purpose behind this programme, to support an organisation in legal matters, HR, governance advice and financial issues.

In 2024, we assisted six community groups through this programme, bringing the total number of organisations that have accessed the Te Tauteka programme to 18 since the start of the contract. Below is an outline of the support provided in 2024:

Number of groups supported by type of support provided	
Governance and strategy	2
Preparing new or updating Trust Deeds	2
Human resource & employment	2

### Community Accounting

Community Accounting was delivered in partnership with Massey University's School of Accounting, and matches a small group of accounting students with a community group to assist with a specified issue or project. This project was overseen by a volunteer Chartered Accountant.

We ran the Community Accounting programme in the first Semester of 2023. The Community Accounting programme has presented a number of challenges over the past few years. The programme is constrained by the need to fit within the timeframe of a university semester, and for community groups' projects to be within the scope and ability of accounting students. We have found over recent years that the number of requests for support which can be met within these constraints is low or non-existent. Moving forward, we will support groups using our in-house expertise or, when needed, seek professional support for community groups on limited, specific projects through our Te Tauteka programme. Additionally, we plan to offer a hands-on training package on community accounting and budget management for community organisations. This will strengthen community capacity in the long term.

### 2.2 Facilitating a membership network for the community sector

Te Pū Harakeke's membership encompasses all sectors of the community. This includes youth, migrants and refugees, health and disability services, older persons, the environment, the Arts, finance and budgeting, safety and wellbeing, and counselling and support, among others. The membership operates in a three-tier system. Full membership is open to any not-for-profit group engaged in community or social service in the Manawatū region. Associate membership is open to any other group engaged in social or community service in the region (e.g. businesses or government agencies). Individual membership is open to individuals engaged in community or social service.

As of December 2024, our membership consists of 111 community groups, individuals, businesses, and agencies working within the community sector, though our services are not limited to members alone.

Te Pū Harakeke members by category	
Full Members (not-for-profit community or social service groups)	94
Associate Members	8
Individual Members (including life members)	9
<b>Total</b>	<b>111</b>

Our membership remains stable, with community groups reporting that they find value in our mahi and the opportunities we provide for networking and connection. In 2024, we held eight member meetings

every six weeks, creating spaces for community workers to expand their networks, identify opportunities for collaboration, and stay informed about sector activities and available capacity.

Additionally, we collaborated with PNCC, DIA, and Eastern Central Community Trust (ECCT) to organise a Funding Expo in October 2024. This event allowed community workers to connect with funders, learn about available funding opportunities, and understand selection criteria. Nearly 371 people benefited from our networking events, and through these collaborations, their clients and the wider community also experienced flow-on benefits.

In our most recent survey of members, 84% of respondents said they are both more connected to the community sector and more informed about relevant issues as a result of their membership.

Comments from members include:

*“Thank you very much for supporting the social services and wider community sector organisations in the way you do! We really appreciate it, and it really provides strength to our organisation (and especially our committee members) knowing that TPH is there if we have any problems/challenges in running our organisation. Also to know that we are part of a wider community sector, and we can all connect through TPH is a great blessing for all of us working in social services in Palmy!”*

(Anonymous survey respondent – Jan 2025)

We distribute a monthly Flax Pānui/Newsletter, sharing sector news and information to keep kaimahi informed about relevant issues, sector events, new programmes and services, funding and training opportunities, and more. It currently has over 544 subscribers.

### **2.3 Delivering the Social Wellbeing Forum**

The Social Wellbeing Forum (SWF), held in September 2024, was the highlight of the year. Its goal was to bring the community sector together to discuss concerns and solutions, share perspectives on what is happening ‘on the ground,’ identify opportunities for collaboration and action, and help inform and influence policy and programmes across local government, central government agencies, and the social sector.

In preparation for the Forum, Te Pū Harakeke conducted a survey and face-to-face interviews with community groups to provide the planning group with insight into the operations and challenges experienced at a grassroots level. A total of 71 people responded to the survey, and 19 interviews were conducted with selected community organisations.

Over 100 stakeholders attended the Social Wellbeing Forum where these findings were presented and discussed. We asked the attendees to reflect and brainstorm possible solutions in the short and long-term. These suggestions could be grassroots solutions, or all the way to the national level. The full report will be available in March 2025. A summary of the key findings and suggestions is presented below:

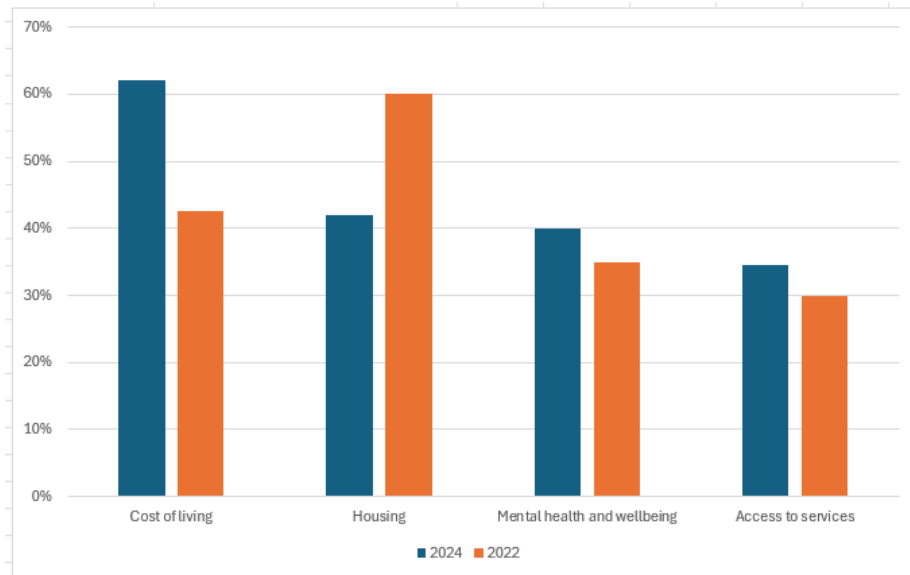
**Key findings**

**Issues faced by the community**

The community continues to face significant challenges across key areas, with housing emerging as the most pressing issue due to rising costs. The cost of living crisis has further strained financial wellbeing, yet financial literacy remains stagnant. Mental health and addiction concerns have worsened, particularly among young people, while service providers struggle with funding and staff shortages. Access to essential services is increasingly difficult due to financial barriers, long wait times, and digital exclusion.

The top four issues became themes for individual tables to discuss at the Social Wellbeing Forum. These results were displayed, and participants were asked if they wanted to add other topics (shown in the survey or otherwise) as points of focus. Collaboration and Youth were added as a result. Youth are experiencing heightened social isolation, with a need for stronger mentorship and clearer pathways into social services. Addressing these interconnected issues requires coordinated efforts and long-term solutions.

**Figure 1: The most pressing issues identified by the community/clients**



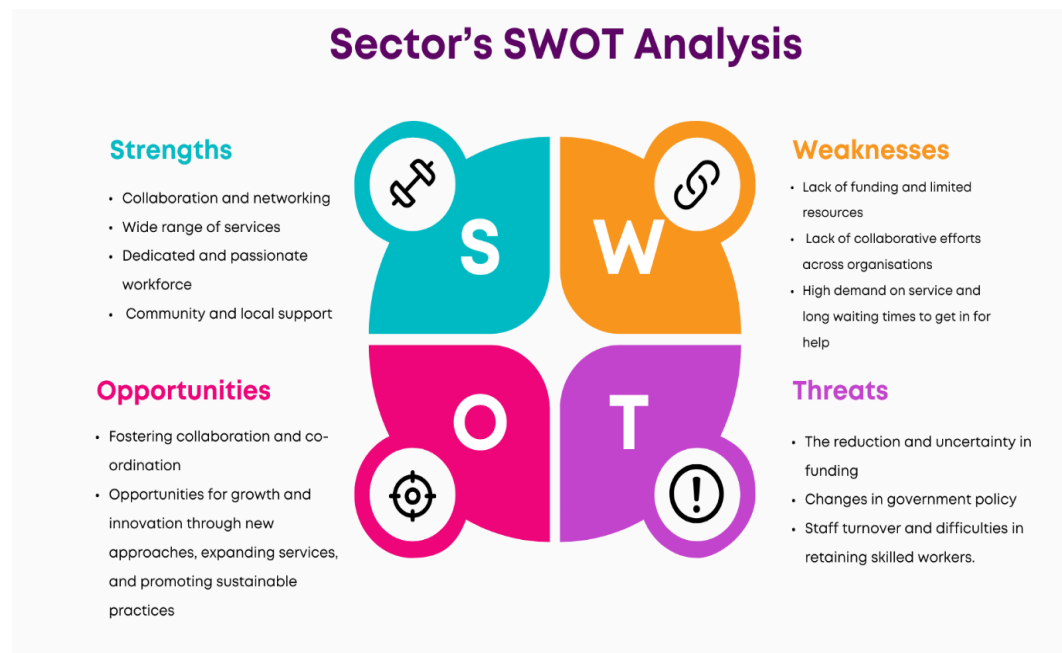
Source: TPH 2024 survey

**Issues faced by the Community organisations**

In the same survey, we asked participants to list the sector’s strengths, weaknesses, opportunities, and threats. The most common answers were grouped and summarised below in Figure 2.



**Figure 2: Sector's Strengths, Weaknesses, Opportunities, and Threats**



Source: TPH 2024 Survey

The findings are consistent with the 2022 survey. Highlighting that collaboration and networking, as well as the dedication and passion of the workforce and a supportive council are viewed as the strongest aspects of the sector. It is also notable that collaboration was also listed as both a weakness and an opportunity. This may be seen as a contradiction, but it actually reflects the sector's appetite for further collaborative efforts, particularly in the context of limited resources. Survey participants particularly acknowledge the role of TPH in helping the community sector be connected and informed.

Funding challenges and workforce retention remain major concerns, exacerbated by government policy changes and public sector cuts from the 2024 Budget. Many organisations have lost funding, increasing competition for alternative sources. The disability sector has been particularly affected, with funding restrictions limiting essential services and negatively impacting wellbeing. Reduced funding has led to fewer services for the community, creating a snowball effect of negative outcomes.

Community organisations have been significantly impacted, with many experiencing funding reductions or cuts from key ministries. As a result, organisations have sought alternative funding sources—some successfully, while others have not survived. Funding providers have received an increased number of applications, making funding more competitive. Additionally, several notable funders have shifted their funding priorities, creating financial challenges even for organisations not directly affected by ministry cuts. The impact on the community's capacity should not be underestimated.

The survey also highlighted high staff turnover rates in the sector. Social workers and other health professionals in the social and community sector often earn significantly less than they could in other fields, making it difficult to retain skilled staff. Remuneration packages are frequently insufficient to

attract and keep qualified workers. It is widely accepted within the sector that kaimahi are underpaid and overworked. The loss of experienced staff results in constant retraining of new workers, making it difficult to maintain institutional knowledge and expertise.

### **Key Suggestions**

The following recommendations are made by Te Pū Harakeke—Community Collective Manawatū and the SWF participants, targeting issues facing our organisations and clients. These suggestions are short-term, feasible solutions implementable by organisations, funders, local government, and funders. Though this is not an exhausted list, we believe that these will provide meaningful impact on the well-being of our community.

#### ➤ **Stronger Funding for Our Communities**

Our sector is fundamentally underfunded. The staff and funding cuts to the public sector have damaged our community's wellbeing, shown both through statistics and anecdotal evidence. Notable measures of wellbeing have been tracking downwards. We strongly recommend that funders fortify the social and community sector with reliable income. Decreased funding would mean understaffed organisations and fewer services for those in need, making existing issues for everyday New Zealanders unnecessarily difficult and painful. Resource constraints also hinder the sector's ability to retain skilled workers. We encourage funders to find ways to support our communities, assisting our organisations with vital resources.

#### ➤ **Make Services Easy to Find**

There is a clear need for clients to connect with available services. Limited access and the compounding nature of client issues highlight the importance of faster connections between services and those in need, ultimately improving community wellbeing in a resource-efficient way. We strongly recommend promoting existing online databases, such as the Citizens Advice Bureau (CAB) website, which is updated annually, as well as the Healthpoint directory for mental health and addiction services. The Food Action Network's online list of kai providers is another valuable resource that can be better utilised. Increasing awareness of these directories will help people navigate available support and access services before issues escalate. Te Pū Harakeke has begun this work by compiling and promoting these directories on the TPH website and will continue to explore ways to enhance access to these vital resources.

#### ➤ **Build on Existing Collaboration**

Strong relationships within the sector provide a foundation for greater collaboration. Despite some limitations, existing community resources can be shared and used more efficiently. Assets such as company vehicles, printers, and tools can be shared among organisations, though practical constraints such as insurance terms must be considered. Similarly, research, statistics, and reports can be pooled to strengthen collective knowledge. Te Pū Harakeke has already established a network of shared resources, including accessible online tools that are simple to use and update.

There is strong interest in holding more hui to foster collaboration, but time constraints make participation challenging for kaimahi. Additionally, finding planned collaboration opportunities can be difficult. To ensure that collaboration is productive and meaningful, we propose hosting regular meetings focused on specific themes and subsectors, such as mental health, addiction, food resilience, and housing. These targeted gatherings will allow organisations to share challenges, exchange ideas, and strengthen their collaborative efforts. Te Pū Harakeke will continue its role in facilitating and identifying meaningful opportunities for collaboration.

➤ **Review Construction Regulations**

With the housing shortage in Palmerston North, we support PNCC's Medium-Density Residential Zones plan and continued review of construction regulations in order to increase supply. We suggest that PNCC continue assessing all options, including urbanising new areas, streamlining the resource consenting process. Given the urgency of the housing situation, reviewing regulations may be a timely way to make sure people are safely housed.

➤ **Guide the Future Generation of Social Services**

It is suggested for the social and community sector to showcase career paths, especially to younger generations. Social and community services should tap into existing career expos, so young people can be exposed to education, career, and voluntary opportunities in the sector. This may help us reach a wider number of people who can contribute to the community. The sector may also look at running our own expos, which could showcase more of our organisations in one setting as long as they are promoted efficiently.

**2.4 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.
- Delivering the highest level of expertise and highest quality service.
- Thinking, working, and advocating strategically
- Having robust strategic and business plans in place.

This includes the training workshops and capability & capacity building programmes as outlined in section 1. We also act as a sounding board to help community groups troubleshoot various issues and provide ad-hoc support to community groups on a wide variety of issues including constitutional issues, governance and organisational leadership, strategic planning, organisational structure, complying with the Incorporated Societies Act 2022, how to set up community groups, where to apply for funding, managing HR concerns, promoting programmes and services, writing grant applications and reporting, making referrals and connections to other relevant services, assistance understanding financial reporting and book-keeping, helping groups to set up petitions and surveys, and printing and preparing documents.

We have advocated for the sector in a number of different forums, including meeting regularly with funders and stakeholders. In our ongoing advocacy for the community sector, we submitted nine submissions on various issues concerning the community. For example, we coordinate community concerns and sent open letters on the Maori Wards and Treaty of Waitangi Bills and sent a submission on the proposed toll on Te Ahu a Turanga.

**2.5 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. 70 groups made applications for the 2024/25, of which 52 were approved. As has been the case in previous years, the fund was oversubscribed, and groups were allocated funds on a pro-rata basis. As with last year, and in line with the Funding and Support Policy,

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

As reported to the Council in late 2024, we received a high number of applications for the Emergency Grant. However, the retained funding for emergency grants is insufficient to meet the demand. This aligns with anecdotal evidence suggesting that for-purpose organisations are struggling to secure sufficient and reliable funding. Details of small grant funding are provided in the table below:

<b>Community Development Small Grants – Financial Year 2024/25</b>	
Total number of applications assessed	<b>70</b>
Total number of grants distributed	52
Total number of emergency grants applied	3
Total number of emergency grants distributed	3
The following reporting measures relate to the funds distributed in the 2023/24 financial year (2024/25 statistics not available until we receive accountability reports later in the year):	
Percentage of applicants who report that the application and assessment process was efficient	100%
Number applicants who report they are better able to meet their essential administration expenses	100%

**2.6 Managing Hancock Community House**

We have provided day to day administration of Hancock Community House. This role oversees the daily operations of Hancock Community House, providing reception services, managing bookings, and coordinating tenant meetings. It serves as the main point of contact for maintenance, health and safety concerns, and contractor access while liaising with PNCC on related policies. Additionally, the role promotes the facility, supports tenant organisations, and manages a \$5,000 grant for furniture and equipment purchases.

Hancock Community House – Reporting Measures	
Reception desk is staffed weekdays from 9am to 4pm daily.	Achieved
Monthly billing information is 100% correct and delivered on time each month.	Achieved
Customer satisfaction survey shows that 95% of room users were ‘satisfied’ or ‘very satisfied’ with their booking use and experience.	100%
Tenant’s satisfaction survey shows that 95% of tenants were ‘satisfied’ or ‘very satisfied’ with their use of the facility and services provided.	100%
Access card register is up to date	Achieved
A ‘contractors onsite’ register is maintained.	Achieved
A ‘current tenants’ register is maintained.	Achieved
A ‘building maintenance’ register tracking the reporting and resolution of health and safety issues is maintained.	Achieved
A ‘hazard register’ is maintained.	Achieved
Tenants’ meetings are held at least quarterly.	Achieved
One activity or initiative is delivered per year promoting the availability and use of Hancock House to community groups	Achieved
The furniture and equipment budget is spent each year in an appropriate manner, with records of purchases kept.	Achieved (2024/25)

Funds for the year ended 31 December 2024 were applied to:

Technology replacements	\$1,824.15
Kitchenette Supplies	\$233.90
Cleaning supplies	\$83.66
Health & safety expenses	\$180.00
Miscellaneous	\$159.06
Remaining	\$2,518.97
<b>Total</b>	<b>\$5,000.00</b>

The \$2,528.97 remaining will be used for furniture and technology replacements in the last 6 months of the FY 2024/25.

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

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

Feedback from the room hirers and tenants on our services are:

*“It’s a fantastic service. The rooms are always clean, and the AV equipment is easy to use (sometimes with some assistance ;-)”*

*“Thank you so much, our bookings are always dealt with efficiently and with friendly service.”*

(Anonymous room hirer survey respondents- Jan 2025)

*“They are a huge support to all tenants and greet the clients as they come through the front door with a lovely, friendly manner and direct them to wherever they need to be. They keep Hancock House running perfectly and are a great help when we require IT help in the meeting rooms.”*

(Anonymous tenant survey respondent- Jan 2025)

### **Maintenance and other issues for to note**

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

Similarly, we have noted previously that the carpet in some places has become very threadbare in offices and in the communal spaces. Some repairs were made by inserting patches, however the carpet throughout the building does continue to deteriorate, and we hope that money is made available in the Long-Term Plan for this renewal work.

## **Section 3: Challenges and opportunities ahead**

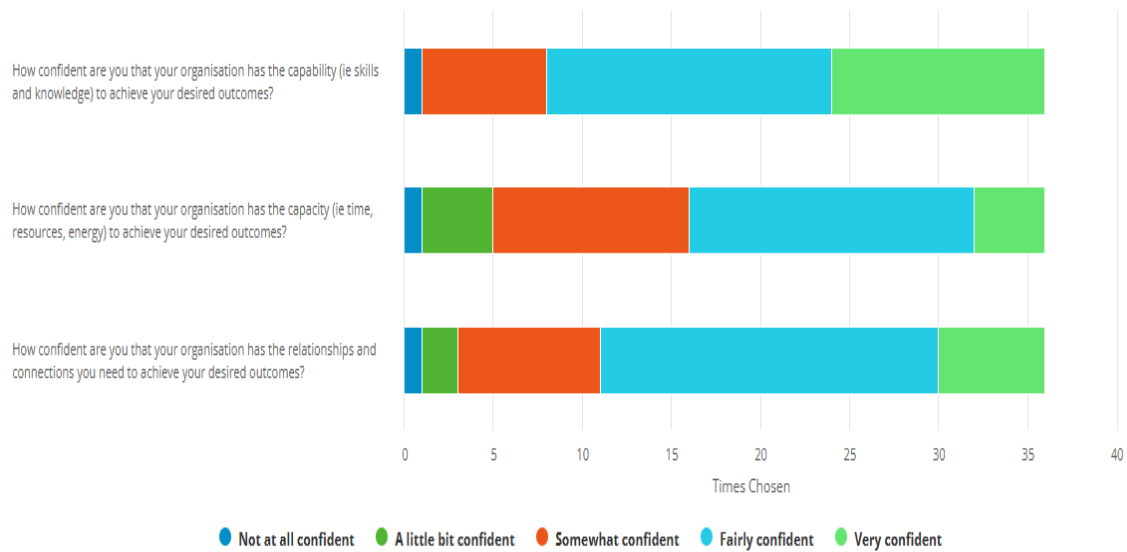
As stated above, the top challenges facing communities include funding for service delivery and retaining skilled workers, which remain significant concerns for organisations across the board. Kaimahi have observed a decline in mental resilience within communities, along with increasing complexity in the issues they face. Many organisations are also feeling the impact of government funding and staffing cuts, with sectors such as disability and environmental services being particularly affected. Even if an organisation’s resources have not been directly reduced, they operate in an environment where client needs have escalated, services have diminished, and competition for funding has intensified.

The Community Networks Aotearoa State of the Sector Survey Report (October 2024) highlighted that 77% of surveyed organisations experienced increased demand for their services and activities. Additionally, the number of people accessing these services has risen by 64% compared to two years ago, further straining available resources. While demand has surged, the supply of services has decreased.

As mentioned in section 2.3, through the SWF, Te Pū Harakeke has identified three work-streams to take on board – help make services easier to find, support the building of collaborations and resource sharing, and support the sector to show-case itself as rewarding and interesting career option to youth and those looking for a second-career.

Despite these challenges, opportunities exist to strengthen collaboration. In a survey of our members conducted in January, organisations expressed confidence in their capability (skills and knowledge) and connections to deliver the outcomes they aim for. However, they were slightly less confident in their capacity—specifically in terms of time, resources, and energy.

**Figure 3: Community organisation self-assessment**



Source: TPH survey- Jan 2025

### Section 4: Reflections and conclusions

It has been another challenging year for the sector, with ongoing issues impacting the community amidst economic recession, increasing unemployment, rising cost of living, and inflation. These challenges, alongside the persistent housing crisis, cost of living, and mental health concerns, remain key priorities for the sector. The well-being of the community, particularly vulnerable groups, is significantly affected. In this context, we are fortunate to have the continued support of the Palmerston North City Council, as well as the dedication and commitment of staff and volunteers within community and social services who work tirelessly to support those in need.

Te Pū Harakeke – Community Collective Manawatū continues to play a vital role as the sector lead, connecting and collaborating with local community and social services. We are proud to be a trusted partner, offering support and advice when needed, while also representing the community's shared concerns and advocating for policy changes that promote well-being.





**Te Pu Harakeke Performance measure data for period Jan 2024 to Dec 2024**

RBA	Performance Measure	1 Jul 2022 – 31 Dec 2022	1 Jan 2023 – 30 Jun 2023	1 Jul 2023 – 31 Dec 2023	1 Jan 2024 – 30 Jun 2024	1 Jul 2024 – 31 Dec 2024
'How much'	Total number of member organisations	104	106	109	115	111
	Total number of capability and capacity building training sessions delivered	15	8	10	8	9
	Total number of attendees at the training sessions	165	107	146	109	111
	Total number of capability and capacity building support programmes delivered (long term support for groups)	1	2	1	1	1
	Total number of organisations who access capability and capacity support services	4	6	6	2	3
'How well'	Percentage of trainees who report they are likely to recommend the training sessions	78% (76 of 97 respondents)	77% (58 of 75 respondents)	82% (76 of 93 respondents)	90% (65 of 72 respondents)	80% (53 of 66 respondents)
'Better off'	Percentage of member organisations who report they feel more connected to the community sector as a result of their membership with Te Pū Harakeke – Community Collective	99% (18 of 19 respondents)	77% (17 of 22 respondents)	85% (17 of 20 respondents)	70% (21 of 30 respondents)	84% (31 of 37 respondents)
	Percentage of attendees who report they learnt new skills and knowledge as a result of the support that is provided by Te Pū Harakeke	99% (101 of 102 respondents)	99% (87 of 88 respondents)	98% (97 of 99 respondents)	96% (83 of 86 respondents)	97% (70 of 72 respondents)
	Percentage of attendees who report they intend to implement new knowledge within their organisation	92% (94 of 102 respondents)	95% (83 of 87 respondents)	93% (91 of 98 respondents)	91% (79 of 87 respondents)	93% (66 of 71 respondents)
	Percentage of participants who report they learnt new skills and knowledge as a result of support services provided by Te Pū Harakeke – Community Collective	100% (2 of 2 respondents)	100% (4 of 4 respondents)	100% (1 of 1 respondents)	100% (2 of 2 respondents)	-

	Percentage of participants who report an improvement in their organisation	50% (1 of 2 respondents)	100% (4 of 4 respondents)	100% (1 of 1 respondents)	100% (2 of 2 respondents)	-
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## MEMORANDUM

**TO:** Community Committee

**MEETING DATE:** 19 March 2025

**TITLE:** Annual Sector Lead Report: Housing Advice Centre

**PRESENTED BY:** Ahmed Obaid, Community Development Advisor

**APPROVED BY:** Danelle Whakatihi, General Manager Customer & Community

### 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 19 March 2025.

#### 1. ISSUE

- 1.1 Housing Advice Centre is delivering its third annual report (January – December 2024) as a Sector Lead organisation, which is appended to this memorandum at Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Housing Advice Centre against agreed activities and outcomes is included in this memorandum below.

#### 2. BACKGROUND

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

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

- 2.3 A three-year Partnership Agreement commenced between Housing Advice Centre and the Council in July 2022. The Agreement stipulates that activities funded contribute to the achievement of priorities 1 and 2 within the Council's 2021-2031 Connected and Safe strategic direction.

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

**3. ANNUAL REPORT ANALYSIS**

3.1 Housing Advice Centre is a registered Incorporated Society and receives multiple sources of funding, including grants from Palmerston North City Council, Lottery Grants Board and the Ministry of Social Development.

3.2 Housing Advice Centre 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 Housing Advice Centre 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, Housing Advice Centre is coordinating the Housing Needs Monitoring Group which is a network of social housing providers, not-for-profit organisations and government agencies that are actively involved in the current housing needs within the community. Housing Advice Centre are also active members of the Housing Security Response Collective, coordinated by Council to develop a collective response to homelessness in the city.

3.4 The amount of funding Housing Advice Centre receives through the Sector Lead Partnership Agreement is \$30,000 per annum (plus GST). Funding has been adjusted for inflation in years two and three, with an additional pro rata allocation of funding in year three from the increased Strategic Priority Grant funding allocated by Council through the Long-Term Plan 2024-2034 deliberations. Funding for the current financial year totals \$34,518.

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 Table 1: Assessment of Agreed Activities**

Strategic Alignment	Activity	Comment	Assessment (Not met; developing; or met)
<b>Connected and Safe Activities</b>			
Priorities 1 & 2	Provide advice, guidance, and education on	HAC engaged with fewer people during 2024, the	Developing

	<p>housing.</p>	<p>decline from the previous period is due to limited capacity and loss of staff. The organisation had to temporarily close while they undertook a recruitment process.</p> <p>HAC collaborates strongly with other organisations, particularly Manawatū Tenants' Union and Moneywise Manawatū. These collaborations often result in referrals being made to HAC which helps to reduce duplication of services.</p> <p>Officers note that in August 2024, HAC had decided that due to the organisation's capacity they will step away from their Sector Lead role to be able to focus on recruitment and rebuilding their capacity.</p> <p>During the second half of 2024, HAC recruited a Service Coordinator, and the committee members have been supporting</p>	
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		the role.	
<b>Sector Leadership activities</b>			
Priority 1	Provide capacity-building and support for other community organizations to develop and connect.	<p>HAC works closely with other organisations and agencies that work with people who experience housing insecurity.</p> <p>HAC continues to coordinate and facilitate the Housing Needs Monitoring Group</p> <p>HAC provides training to staff of other organisations and agencies who do not normally work in the housing area, so they can assist their clients into housing.</p>	Met
Priority 2	Deliver the highest level of expertise and highest quality service.	<p>During this reporting period, HAC were able to deliver 11 educational workshops at schools and were attended by 44 students.</p> <p>While the organisation has worked to understand the needs of its clients for better outcomes, the disruption in service meant they were not able to see as many clients as needed.</p>	Developing

<p>Priority 1</p>	<p>Think, work, and advocate strategically.</p>	<p>HAC Committee has volunteered to support the shortage in staffing by taking on some of the roles. Officers note that stepping away from a Sector Lead role will be a good opportunity for HAC to focus on rebuilding their capacity.</p> <p>HAC were a key organisation in the formation of the new Housing Security Response Collective looking to work differently to respond to homelessness in Palmerston North.</p>	<p>Met</p>
<p>Priority 1 &amp; 2</p>	<p>Have robust strategic and business plans in place.</p>	<p>HAC has been refocusing their strategic plans and operational structures on getting back to their full capacity. With the recent hire of a new Service Coordinator, it is likely that service levels will get back to where they should be.</p> <p>Stepping away from a Sector Lead role will allow HAC to revise and update its strategic plans and procedures.</p>	<p>Developing</p>

- 3.7 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.8 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' because of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 January 2024 to 31 December 2024 is appended to this memorandum at Attachment 2.
- 3.9 The current reporting period shows that Housing Advice Centre were able to deliver 11 educational workshops to 44 students. This is a significant improvement from the last reporting period where they were not able to deliver any workshops.
- 3.10 The current reporting period shows a decline in the number of clients engaged with the service delivered by Housing Advice Centre. This decline can be attributed to the staff shortages and related temporary closure of the centre for a period during 2024. Despite this, where they have engaged, staff note that the quality-of-service delivery remains at a high level, with 100% of respondents satisfied with the service and reporting new skills and knowledge gained because of Housing Advice Centre's services.
- 3.11 Members of the organisation's committee have been reviewing and revising the strategic plans and have been active in filling the gaps as needed to rebuild the organisation's capacity. As mentioned above, this has resulted in the decision of Housing Advice Centre to opt out of the Sector Lead process moving forward and instead apply for a Strategic Priority Grant for 2025-2028, to enable them to focus their capacity on delivering their core services.

#### **4. CONCLUSION**

- 4.1 This memorandum has provided background to and comment on the annual report of Housing Advice Centre for 2024.
- 4.2 Officers have noted the challenges that have faced Housing Advice Centre during this period, and their decision to step away from their Sector Lead role in the next funding period. Despite the challenges faced, Housing Advice Centre continue to provide a valuable service for the community.

#### **5. NEXT STEPS**




- 5.1 While Housing Advice Centre will no longer be a Sector Lead organisation after June 2025, they have applied for funding through the Strategic Priority Grants for the 2025-2028 funding cycle. At the time of writing this report, allocation decisions have not been finalised.



**6. COMPLIANCE AND ADMINISTRATION**

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

**ATTACHMENTS**

1. Housing Advice Centre Annual Sector Lead Report, March 2025 
2. Housing Advice Centre Performance Measure Data 2024  



## Sector Lead 12-month report: 1 January – 31 December 2024

### Introduction:

Our mission at Housing Advice Centre (HAC) is to ensure that no person in Manawatū is without housing adequate to their needs and to ensure that good quality rental accommodation is available to all.

To achieve our mission the Housing Advice Centre works with central and local government and community agencies to develop comprehensive and caring responses to housing needs.

### Contribution to PNCC Outcomes:

Whāinga 3: He hapori tūhonohono, he hapori haumarū

Goal 3: A connected and safe community.

HAC contributes by supporting people to access suitable safe, healthy, and affordable housing options. Our organisation has a long history providing housing advice and services to the community of Palmerston North since it established in the 1980s.

HAC has again been successful in renewing the Ready 2 Rent contract with MSD for 2024/25 period. Due to the freeze on Government Crown grants has meant that there was no increase in the budget and limits the contract to only covering four R2R workshops for the period. This is of course far from ideal as there is certainly demand for these workshops as a tool to support participants with gaining and sustaining suitable accommodation options. We held one Ready to Rent workshop prior to Christmas and will facilitate the other three workshops during the first 6 months of 2025.

We continued to provide a regular service to UCOL students with housing advice and ongoing support, and in beginning of 2025 we will be reconnecting with student services at Massey University.

There were regular Housing Needs Monitoring Group meetings facilitated over this period with good attendances.

Referrals to and from other agencies continues to be a significant factor in our operations during this period. These included Ministry of Social Development, Palmerston North City Council / Social Housing, Palmerston North Electorate Office, and Te Whatu Ora Department of Health. The community agencies included Prisoners Aid and Rehabilitation Services, Mash Trust, Salvation Army, Abuse and Rape Crisis Support, Citizens Advice Bureau, Manawatu Multicultural Council, Niuvaka Trust, Pacifica, Manawatu Tenants Union, Moneywise Manawatu, Women's Refuge, Women's Health Collective, Just Zilch, Age Concern, Red Cross, Brain

Injury Association, Mana Whaikaha, Best Care Whakapai Ora, Methodist Social Services, Dress for Success, REAP, Te Tahua O Rangitane from Dannevirke.

We had frequent communication with and referrals between transitional housing providers and HAC. This included Legacy, Tuatahi, Camellia House Trust, Homes for People, Home in Place, Rangitikei Flats, and The Railway Hotel.

#### Challenges and opportunities ahead:

Unfortunately, HAC had limited capacity to fulfil this demand. This was due to financial pressures from increasing delivery costs including paying adequate remuneration for our key staff, while our ability to increase our income has been difficult to sustain. This financial insecurity on top of work demand pressures and complexity, led to staff losses during the second half of the year as staff sought better and more secure income elsewhere.

Our committee needed to make the decision to temporarily close while we undertook a recruitment process. We contacted our key funding partners about this decision and received messages of support encouraging the Housing Advice Centre (HAC) to continue as an important asset to our community.

This is a growing issue for the social service providers who do not have any certainty through Government changes to their contracting and fiscal priorities. We are certainly grateful for the support we receive from the City Council.

We have been fortunate to recruit Nigel Fitzpatrick into the role of Service Coordinator as he brings a strong background in the community sector. HAC committee members have volunteered numerous hours to support Nigel into his new role and with the goal to get HAC back in the situation of fully delivering its services and for the organisation to be financially sustainable.

In the last six months we have been successful with several funding requests that has improved our financial position. Currently we are awaiting the outcomes of several funding applications and if successful we will be looking to recruit for other roles.

Our organisation was pleased to see that the City Council had agreed to fund the Housing Security initiative within its 10-Year Plan and that it has now progressed past the tendering process. We are pleased with the outcomes of this process and the three selected organisations will provide a solid base for the initiative. Although this initiative cannot be the sole solution to our housing issues it can be that important linker and coordinator to create better support delivery and practice.

Reflections and conclusions:

Demands for and on our service continued through this period with an increase in people rough sleeping with no stable, suitable accommodation.

Notably, we have also seen an increased interest from the older age group in seeking alternative affordable accommodation, as they struggle with increased living costs.

It has been pleasing to see new housing stock in our region through Kainga ora, local authorities, Iwi, commercial, and community initiatives, but there is still a fair way to go before we see no person in Manawatū is without housing adequate to their needs and ensure that good quality rental accommodation is available to all.



Housing Advice Centre Performance measure data for period Jan 2024 to Dec 2024

RBA	Performance Measures	1 Jan 2024 – 30 Jun 2024	1 July 2024 – 31 Dec 2024
'How much'	Total number of clients who engaged with HAC	312	93
	Total number of workshops held in schools	10	1
	Total number of students who attend the workshops	30	14
	Total number of volunteers	7	6
'How well'	Percentage of clients who were highly satisfied/ satisfied with the service.	100% (97 of 97 respondents)	100% (52 of 52 respondents)
'Better off'	Percentage of students who report having gained skills and knowledge as a result of the workshop/s	70% (21 of 30 respondents)	100% (9 of 9 respondents)
	Percentage of clients who report they gained knowledge or skills to support their housing needs as a result of engaging with HAC	100% (11 of 11 respondents)	100% (12 of 12 respondents)





## COMMITTEE WORK SCHEDULE

TO: Community Committee

MEETING DATE: 19 March 2025

TITLE: Committee Work Schedule - March 2025

### RECOMMENDATION TO COMMUNITY COMMITTEE

1. That the Community Committee receive its Work Schedule dated March 2025.

### COMMITTEE WORK SCHEDULE – MARCH 2025

	Estimated Report Date	Subject	General Manager Responsible	Current Position	Date of Instruction & Clause number
1	<del>19 Mar 2025</del>	Draft Health Promotion Policy – Final Staff Report	Strategic Planning	Will be presented to Council on 2 April.	<u>28 August 2024</u> <u>Clause 16-24</u>
2	<del>19 Mar 2025</del>	<del>Welcoming Communities Annual Report</del>	<del>Customer &amp; Community</del>		<del>4 Nov 2020</del> <del>Clause 43-20</del>
3	<del>19 Mar 2025</del>	<del>Annual Sector Lead Report: Housing Advice Centre</del>	<del>Customer &amp; Community</del>		<del>Terms of Reference</del>
4	<del>19 Mar 2025</del>	<del>Annual Sector Lead Report: Manawatū Multicultural Centre</del>	<del>Customer &amp; Community</del>		<del>Terms of Reference</del>
5	<del>19 Mar 2025</del>	<del>Annual Sector Lead Report: Te Pū Harakeke Community Collective Manawatū</del>	<del>Customer &amp; Community</del>		<del>Terms of Reference</del>
6	<del>19 Mar 2025</del>	<del>Annual Sector Lead Report: Te Tihī o Ruahine Whānau Ora Alliance</del>	<del>Customer &amp; Community</del>		<del>Terms of Reference</del>

7	21 May 2025	Youth Development initiatives Budget	Customer & Community	To be included in the Youth Wellbeing and Youth Development – Annual Progress Report	<a href="#">Council 29 May 2024</a> <a href="#">Clause 95.8-24</a>
8	21 May 2025	Annual Youth Development Forum	Customer & Community	To be included in the Youth Wellbeing and Youth Development – Annual Progress Report	<a href="#">Council 29 May 2024</a> <a href="#">Clause 95.8-24</a>
9	21 May 2025	Annual update on the Implementation of the accessibility programme	Infrastructure		<a href="#">20 Mar 2024</a> <a href="#">Clause 11.2-24</a>
10	21 May 2025	Property options in Roslyn to support the delivery of community services	Customer & Community	Moved to Council to align budget process with	<a href="#">Council 29 May 2024</a> <a href="#">Clause 95.G47-24</a>
11	21 May 2025	Youth Wellbeing and Youth Development – Annual Progress Report	Customer & Community		<a href="#">Council 29 May 2024</a> <a href="#">Clause 95.2F(1) -24</a>
12	21 May 2025	Youth Champions Reference Group	Customer & Community	To be included in the Youth Wellbeing and Youth Development – Annual Progress Report	<a href="#">Council 29 May 2024</a> <a href="#">Clause 95.8-24</a>
13	21 May 2025	Review of the Community Centres Model options	Customer & Community		
14	21 May 2025	Actions and resources required to sign up to the Accessibility Charter	Customer & Community		<a href="#">22 Nov 2023</a> <a href="#">Clause 38-23</a>

15	21 May 2025	New Public Toilet – End of Albert Street – Alternative Locations	Infrastructure		<a href="#">28 August 2024</a> <a href="#">Clause 15-24</a>
16	13 Aug 2025	Disability Reference Group – Annual Presentation	Customer & Community		<a href="#">Invitation to present</a> 4 Nov 2020 <a href="#">Clause 41-20</a>
17	13 Aug 2025	Pasifika Reference Group – Annual Presentation	Customer & Community		Terms of Reference
18	13 Aug 2025	Seniors Reference Group – Annual Presentation	Customer & Community		Terms of Reference
19	13 Aug 2025	Work Programme 1: Delivery Model for Property – CC) Trust, to include Summerhays Street.	General Manager Corporate Services	Move to Community Committee Work Schedule	<a href="#">1 May 2024</a> <a href="#">Clause 66-24</a>
20	13 Aug 2025	Annual report on Library Services	Customer & Community		<a href="#">24 May 2023</a> <a href="#">Clause 22-23</a>
21	13 Aug 2025	Annual Report Community Funding Allocation 2024/2025	Customer & Community		<a href="#">Rec 1c of the Community Grants &amp; Events Funding Review - May 2021</a>
22	TBC 2025	Progress report on social housing development at Summerhays St	Strategic Planning / Infrastructure	Social Housing and property review agreed in December 2024	<a href="#">Council</a> 1 May 2024 <a href="#">Clause 66-24</a>
23	TBC 2025	Options to deliver social housing within the current Revenue and Finance Policy limit	Strategic Planning / Infrastructure	Property revenue generation review agreed in December 2024	<a href="#">20 March 2024</a> <a href="#">Clause 10-24</a>
24	TBC 2024/2025	Expressions of Interest for a partnership-based approach to	Infrastructure	Incorporated in Ashhurst Domain Management	<a href="#">22 Nov 2023</a> <a href="#">Clause 47</a> <a href="#">Council</a> 1 Jun 2022

		providing a natural burial site in PN		Plan which is out for consultation	<a href="#">Clause 60-22</a>
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