



PALMERSTON NORTH CITY COUNCIL

AGENDA

COUNCIL

9:00 AM, WEDNESDAY 3 DECEMBER 2025

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

MEMBERS

Grant Smith (Mayor)

Debi Marshall-Lobb (Deputy Mayor)

Mark Arnott

Lorna Johnson

Brent Barrett

Bonnie Kuru

Rachel Bowen

Billy Meehan

Vaughan Dennison

Orphée Mickalad

Lew Findlay (QSM)

Karen Naylor

Hayden Fitzgerald

William Wood

Leonie Hapeta

Kaydee Zabelin

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

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

PALMY[™]
PAPAIOEA
PALMERSTON
NORTH
CITY

COUNCIL MEETING

3 December 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 Page 7

That the minutes of the ordinary Council meeting of 5 November 2025 Part I Public be confirmed as a true and correct record.

7. Confirmation of Minutes Page 11

That the minutes of the ordinary Council meeting of 12 November 2025 Part I Public be confirmed as a true and correct record.

DECISION REPORTS

8. Draft Waste Management and Minimisation Bylaw - Further Advice on Construction and Demolition Waste Diversion Options Page 23

Memorandum, presented by Peter Ridge, Acting Manager Strategy and Policy.

9. Appointment of Council Representatives to External Bodies Page 97

Memorandum, presented by Sarah Claridge, Governance Advisor.

10. Meeting Calendar February 2026- June 2027 Page 123

Memorandum, presented by Hannah White, Governance Manager.

11. Transport Funding Update - NZTA-Funded Budget Adjustment for SH3 Detour Route Works Page 127

Report, presented by Tyler da Silva - Acting Transport and Development Manager and Glen O'Connor - Acting General Manager Infrastructure.

INFORMATION REPORTS

12. KeyResearch Annual Report and Benchmarking Report 2024/2025 Page 131

Memorandum, presented by Grace Nock, Manager Organisational Planning and Performance.

13. Caccia Birch In-House Delivery Review Page 225

Memorandum, presented by John Lynch, Manager Venues + Events.

14. Road Maintenance Contract - 6 Monthly Update Page 239

Memorandum, presented by Tyler da Silva - Acting Transport and Development Manager and Glen O'Connor - Acting General Manager Infrastructure.

15. Council Work Schedule Page 247

16. Karakia Whakamutunga

17. Exclusion of Public

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

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

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
18.	Confirmation of the minutes of the ordinary Council meeting of 12 November 2025 Part II Confidential	For the reasons set out in the Council meeting of 12 November 2025, held in public.	

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

PALMERSTON NORTH CITY COUNCIL

Minutes of the Council Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 05 November 2025, commencing at 7.00pm.

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

Waid Crockett, Chief Executive opened the meeting in the chair. He welcomed everyone to the meeting.

Karakia Timatanga

Mr Wiremu Te Awe Awe opened the meeting with karakia.

Declaration of Interest

Councillor Debi Marshall-Lobb declared a conflict of interest in Item 9 Appointment of Deputy Mayor (clause 147-25) and took no further part in discussion or debate.

Oath of Office – Mayor Grant Smith

The Mayor made the required declaration required by clause 14 of Schedule 7 of the Local Government Act 2002, witnessed by the Chief Executive.

Desiree Viggars, Legal Counsel invested the Mayor with the Chain of Office. Margaret Hunt, Executive Assistant to the Mayor invested the Mayoress with the Chain of Office.

Mayor Grant Smith took the Chair at 7.19pm

Oath of Office - Councillors

Each Councillor made the declaration required by clause 14 of Schedule 7 of

the Local Government Act 2002, witnessed by the Mayor.

Inaugural address by The Mayor

The inaugural address by the Mayor is appended to the minutes.

171-25 Appointment of Deputy Mayor

Presentation, by Grant Smith, Mayor.

Moved Grant Smith, seconded Rachel Bowen.

RESOLVED

1. That Council note that the Mayor has appointed Councillor Debi Marshall-Lobb as the Deputy Mayor.

Clause 171-25 above was carried on the hands.

Note: Councillor Debi Marshall-Lobb declared a conflict of interest, withdrew from the discussion and left the room.

172-25 Summary of Relevant Legislation

Memorandum, presented by Desiree Viggars, Legal Counsel.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council note the report Summary of Relevant Legislation for information.

Clause 172-25 above was carried on the hands.

173-25 Council Meeting Schedule 2025

Memorandum, presented by Hannah White, Manager - Governance.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council agree the following meeting dates for the remainder of 2025:
 - Council - 9.00am, Wednesday 12 November 2025
 - Council - 9.00am, Wednesday 3 December 2025
 - Council - 9.00am, Wednesday 10 December 2025to be held at the Council Chamber, first floor, Civic Administration Building,

32 The Square, Palmerston North.

Clause 173-25 above was carried on the hands.

Karakia Whakamutunga

Councillor Debi Marshall-Lobb closed the meeting with karakia

The meeting finished at 8.02pm.

Confirmed 3 December 2025

Mayor

PALMERSTON NORTH CITY COUNCIL

Minutes of the Council Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 12 November 2025, commencing at 9.04am

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

Members Present Online: Councillor Leonie Hapeta.

Grant Smith (The Mayor) was not present when the meeting went into Part II Confidential session at 3.40pm. He was not present for clauses 189 and 190.

Karakia Timatanga

Councillor Debi Marshall-Lobb opened the meeting with karakia.

Declarations of Interest

Mayor Grant Smith declared a conflict of interest in Item 22 (Pasifika Community Centre Construction Phase) (clause 189) and was absent for this item.

Councillor Leonie Hapeta declared a conflict of interest in Item 9 (Appointment of Council Representatives to the Electoral College for the Central Economic Development Agency and to Local Government New Zealand (Zone 3) (clause 181) and abstained from the vote.

Councillor Orphée Mickalad declared a conflict of interest in Item 9 (Appointment of Council Representatives to the Electoral College for the Central Economic Development Agency and to Local Government New Zealand (Zone 3) (clause 181).

Councillor Karen Naylor declared a conflict of interest in Items 16 (Atawhai Park and Walkway - Land Exchange with Massey University: Hearing of Submissions) (clause 177) and 17 (Atawhai Park and Walkway - Land Exchange with Massey University: Summary of Submissions and Deliberations) (clause 178). She took no further part in discussion or debate for these items and sat

in the gallery.

Councillor William Wood declared a conflict of interest in Item 10 (District Licensing Committee - Appointment Process) (clause 182) and took no further part in discussion or debate and sat in the gallery.

Acknowledgement of Service - Councillor Roly Fitzgerald

Elected Members acknowledged the service of former Councillor Roly Fitzgerald.

Roly Fitzgerald spoke about his time at Council and thanked the Elected Members for their kind words.

The full speeches are available on the Council's YouTube page:

[Council | 12 November 2025](#)

174-25

Public Comment

Ben Schmidt and John Hornblow made public comment relating to Item 7 (Appointment of Committees and Committee Membership) in support of the recommendation for Rangitāne o Manawatū representatives to be appointed to the Arts, Culture & Heritage Committee.

Julia Mannsen made public comment relating to Item 7 (Appointment of Committees and Committee Membership) opposing the recommendation for Rangitāne o Manawatū representatives to be appointed to the Arts, Culture & Heritage Committee.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That the public comment be received for information.

Clause 174-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

REPORTS

175-25

Appointment of Committees and Committee Membership

Memorandum, presented by Hannah White, Manager Governance.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council note the establishment of Committees made by the Mayor (Table 1), under s41A of the Local Government Act.
2. That Council note the Chairperson appointments made by the Mayor to the Committees (Table 1), under s41A of the Local Government Act.
3. That Council adopt Delegations Manual 2023 Part 4 replacement: Delegations to Committees (Attachment 1) approving the terms of reference and delegations to Committees, including the Mayor's recommendations for:
 - a. Deputy Chairpersons and Elected Members' Committee membership
4. That Council agree the following change to Delegation 3.1.6: Assignment of Commissioners:

"The Legal Counsel (in liaison with the General Manager – Development & Regulatory, General Manager – Strategic Planning, Manager – Planning Services, Team Leader – Planning Services¹ and/or the Principal Planner – Strategic Planning) with input from the Chair and/or Deputy Chair of the Hearings Committee may assign Hearings Commissioners to conduct, consider and determine any matter that requires a hearing or related decision under any of the following acts:

 - a. Resource Management Act 1991; and
 - b. Dog Control Act 1996."
5. That Council adopt Standing Orders 2023 replacement clauses 1.1 Scope and General and 1.5.3 Extension of the Right to Vote (Attachment 2).

Clause 175-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

Moved Grant Smith, seconded Debi Marshall-Lobb.

Note:

On the recommendation:

- "3. That Council adopt Delegations Manual 2023 Part 4 replacement: Delegations to Committees (Attachment 1) approving the terms of reference and delegations to Committees, including the Mayor's recommendations for:
 - b. an independent member on the Finance, Performance & Audit Committee"

the recommendation was lost 5 votes to 11, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Vaughan Dennison, Lorna Johnson and Bonnie Kuru.

Against:

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

Moved Grant Smith, seconded Debi Marshall-Lobb.

Note:

On the recommendation:

“3. That Council adopt Delegations Manual 2023 Part 4 replacement: Delegations to Committees (Attachment 1) approving the terms of reference and delegations to Committees, including the Mayor’s recommendations for:

- c. up to two Rangitāne o Manawatū representatives on the Arts, Culture & Heritage Committee”

the recommendation was tied 8 votes to 8. The chairperson declared the motion lost, the voting being as follows:

For:

The Mayor (Grant Smith) and Councillors Debi Marshall-Lobb, Brent Barrett, Rachel Bowen, Vaughan Dennison, Lorna Johnson, Bonnie Kuru and Kaydee Zabelin.

Against:

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

The meeting adjourned at 11.04am.

The meeting resumed at 11:26am.

176-25

Central Economic Development Agency (CEDA) Annual Report 2024/25

Memorandum, presented by Jacqui Middleton, Finance & Operations Manager, CEDA; Janet Reynolds, Marketing & Communications Manager, CEDA and Katie Brosnahan, Board Member, CEDA.

Their supplementary presentation is appended to these Minutes.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council receive the Central Economic Development Agency (CEDA) Annual Report 2024/25 (Attachment 1).

Clause 176-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

The meeting adjourned at 12.01pm.

The meeting resumed at 1.01pm.

177-25 Atawhai Park and Walkway - Land Exchange with Massey University: Hearing of Submissions

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

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

Clause 177-25 above was carried 15 votes to 0, the voting being as follows:

For:

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

Note:

Councillor Karen Naylor declared a conflict of interest, took no further part in discussion or debate and sat in the gallery.

Council considered submissions on Atawhai Park and Walkway - Land Exchange with Massey University with supporting oral statements.

The following persons appeared before the Council and made oral statements in support of their submission and replied to questions from Elected Members.

Kim Bergersen (22)

Kim spoke to his submission and made the following additional comments:

- Easement 2 is used regularly as direct access between Atawhai Park and Bledisloe Park. High maintenance costs due to erosion and slips have been highlighted as a reason for its eventual closure; he cannot see a lot of work that has been completed due to erosion and slips since the original slip.
- Easement 3 track will require significant capital to develop. Under the current proposal Easement 2 will not be fully maintained and forced to close before Easement 3 is developed; Easement 3 has not yet been planned or funded.
- Area 1 which the Council gains as part of the land swap, adds little real value. The trees there are already part of Atawhai Park and Area 1 is unlikely to be used by park visitors. Area 1 is of more value to a developer.
- Proposed that Council swap with Massey only that section of Area 2 that crosses 91 Atawhai Road. This allows Massey legal access to their land, the Council retains the rest of Area 2, and any required easement to ensure the public keeps this vital walking connection. Area 2 in the track is continued to be maintained, which will allow funding and design of Easement 3 to be better planned.

- Traffic impacts will be significant if this area is developed for housing, which is highly likely. Encouraged Council to start that work now so that any developer understands the infrastructure upgrades required before proceeding.

Massey University (30) (Andy Allison, Executive Director – Estates and Murray Adams, Associate Director – Information Systems and Space)

Andy and Murray spoke to Massey University's submission and made no additional comments.

178-25

Atawhai Park and Walkway - Land Exchange with Massey University: Summary of Submissions and Deliberations

Memorandum, presented by Perene Green, Property Officer and Kathy Dever-Tod, Manager Parks and Reserves.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council approve the land exchange with Massey University in accordance with Section 138 of the Local Government Act 2002, noting that:
 - a. The land being exchanged to Massey University from Council would be approximately 564 sqm of Lot DP 48076.
 - b. The land being exchanged to Council from Massey University would be approximately 541 sqm of Part Section 208 TN of Fitzherbert.
 - c. Council would receive easements:
 - i. over Lot 11 DP 18880 (91 Atawhai Road) legalising the existing walking path access to Atawhai Park;
 - ii. over Part Section 208 TN of Fitzherbert retaining legal access of the existing walkway from Atawhai Park to Bledisloe Park; and
 - iii. a new easement over Part Section 208 TN of Fitzherbert allowing for a future walkway to be developed from Springdale Park to Bledisloe Park.

Clause 178-25 above was carried 15 votes to 0, the voting being as follows:

For:

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

Note:

Councillor Karen Naylor declared a conflict of interest, took no further part in discussion or debate and sat in the gallery.

179-25 Fitzherbert Park - Proposal to grant Easement to Powerco: Deliberations Report

Memorandum, presented by Perene Green, Property Officer.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council grant an easement to convey electricity at Fitzherbert Park, 272 Fitzherbert Avenue, Palmerston North, to Powerco.
2. That Council note that the land area affected by the easement for Powerco is described as Lot 2 DP 77988.

Clause 179-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

180-25 Adoption of Elected Members' Remuneration 2025-26

Memorandum, presented by Sarah Claridge, Governance Advisor.

Moved Grant Smith, seconded William Wood.

RESOLVED

1. That Council agree Option 1 for Elected Members' Remuneration for 2025-2028.
2. That Council approve the information relating to the positions of additional responsibility Table 1 be sent to the Remuneration Authority.
3. That Council note that recommendation 1 will take effect from either the date the new Council came into office (17 October 2025) or the date after the positions were established (6 November and 13 November 2025).

Clause 180-25 above was carried 15 votes to 1, the voting being as follows:

For:

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

Against:

Councillor Karen Naylor.

Moved Grant Smith, seconded Rachel Bowen.

4. Amendment to Table 1 to include:

Estimated 5 hours/month for Hearings Committee

Clause 180-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

181-25

Appointment of Council Representatives to the Electoral College for the Central Economic Development Agency and to Local Government New Zealand (Zone 3)

Memorandum, presented by Hannah White, Manager Governance.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council approve the Mayor's recommendation for the appointments of Council representatives to:
 - a. the Central Economic Development Agency Electoral College:
The Mayor, Councillors Vaughan Dennison and Leonie Hapeta.
 - b. The Local Government New Zealand (Zone 3): The Mayor, Deputy Mayor (as proxy for the Mayor as necessary), Councillors Rachel Bowen, Vaughan Dennison, Karen Naylor and Orphée Mickalad.

Clause 181-25 above was carried 15 votes to 0, with 1 abstention, the voting being as follows:

For:

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

Abstained:

Councillor Leonie Hapeta.

182-25

District Licensing Committee - Appointment Process

Memorandum, presented by Hannah White, Manager Governance.

Moved Grant Smith, seconded Vaughan Dennison.

RESOLVED

1. That the Council instruct the Chief Executive to commence a recruitment process for Palmerston North City Council's list of approved District Licensing Committee members.
2. That the Council agree the Mayor, Deputy Mayor, Legal Counsel and Susan Baty, form the selection panel to finalise selection criteria, shortlist and interview candidates and make recommendations to the Council regarding final appointments to the District Licensing Committee list.

Clause 182-25 above was carried 15 votes to 0, the voting being as follows:

For:

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

Note:

Councillor William Wood declared a conflict of interest, took no further part in discussion or debate and sat in the gallery.

183-25 Quarterly Performance and Financial Report – period ending 30 September 2025

Memorandum, presented by Scott Mancer, Manager - Finance; John Aitken, Manager - Project Management Office; Grace Nock, Manager - Organisational Planning and Performance.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council receive the report titled 'Quarterly Performance and Financial Report – period ending 30 September 2025', and related attachments, presented on 12 November 2025.

Clause 183-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

184-25 Palmerston North Quarterly Economic Update - October 2025

Memorandum, presented by Stacey Andrews, City Economist.

A supplementary presentation is appended to these Minutes.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council receive the Palmerston North Quarterly Economic Update – October 2025, including:
 - a. Palmerston North Economic Growth Indicators – October 2025 (Attachment 1), and
 - b. Palmerston North Quarterly Economic Card Spending Report – September 2025 (Attachment 2).

Clause 184-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

185-25 Annual Summary of Economic Impact and Benefits of Council Supported Events

Memorandum, presented by Luke McIndoe, Manager Venues + Events Partnerships.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council receive the memorandum titled 'Annual Summary of Economic Impact and Benefits of Council Supported Events', presented on 12 November 2025.

Clause 185-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

186-25 Treasury Report - Quarter ending 30 September 2025

Memorandum, presented by Steve Paterson, Manager - Financial Strategy.

Moved Grant Smith, seconded Debi Marshall-Lobb.

RESOLVED

1. That Council note the performance of Council's treasury activity for the quarter ending 30 September 2025.

Clause 186-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

187-25 Palmerston North Performing Arts Trust - Annual Report and Annual Accounts 2024/25

Memorandum, presented by Hannah White, Manager Governance.

Moved Grant Smith, seconded Vaughan Dennison.

RESOLVED

1. That Council receive the Palmerston North Performing Arts Trust Annual

Report and financial statements for the year ended 30 June 2025
(Attachments 1-3).

Clause 187-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

EXCLUSION OF PUBLIC

188-25 Recommendation to Exclude Public

Moved Grant Smith, seconded Vaughan Dennison.

RESOLVED

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

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

General subject of each matter to be considered		Reason for passing this resolution in relation to each matter	Ground(s) under Section 48(1) for passing this resolution
22.	Pasifika Community Centre Construction Phase	This report contains information about Council's commercial negotiations with contractors. If this information were made public before the contract is finalised, it could disadvantage Council in current or future negotiations, affect fairness of the tender process or impact the contractors' commercial interests.	s7(2)(i)NEGOTIATIONS: This information needs to be kept confidential to ensure that Council can negotiate effectively, especially in business dealings
23.	Sale of the Residential Property 553 Ruahine Street	Releasing report publicly before the sale is completed could disadvantage Council by affecting the final sale price. Protecting this information ensures	s7(2)(h)COMMERCIAL ACTIVITIES: This information needs to be kept confidential to allow Council to engage in commercial activities without prejudice or disadvantage

		that Council can achieve the best financial outcome for the community.	
--	--	--	--

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

Clause 188-25 above was carried 16 votes to 0, the voting being as follows:

For:

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

The public part of the meeting finished at 3.21pm.

Confirmed 3 December 2025

Mayor

MEMORANDUM

TO: Council

MEETING DATE: 3 December 2025

TITLE: Draft Waste Management and Minimisation Bylaw - Further Advice on Construction and Demolition Waste Diversion Options

PRESENTED BY: Peter Ridge, Acting Manager Strategy and Policy

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION(S) TO COUNCIL

1. That Council lift the report titled “Draft Waste Management and Minimisation Bylaw 2025 – deliberations on submissions” from the 20 August 2025 Strategy and Finance Committee agenda and resume the deliberations on submissions.
 2. That Council confirm, pursuant to s.155 of the Local Government Act 2002, Council has determined that:
 - a. a bylaw is the most appropriate way of addressing the perceived problems of maximising the diversion of waste to beneficial uses; regulating and managing the operation of kerbside waste and recycling collection activities; and minimising the potential for waste to create a nuisance in public places; and
 - b. a standalone bylaw is the most appropriate form of bylaw; and
 - c. the Palmerston North Waste Management and Minimisation Bylaw 2025 does not give rise to any implications under the New Zealand Bill of Rights Act 1990.
 3. That Council adopt the Palmerston North Waste Management and Minimisation Bylaw 2025 and the Palmerston North Waste Management and Minimisation Bylaw Administration Manual 2025 which will come into effect on 1 February 2026 (Option 1).
-

1. ISSUE

- 1.1. On 20 August 2025 the Strategy and Finance Committee received a report titled “Draft Waste Management and Minimisation Bylaw 2025 – deliberations on submissions.” The Strategy and Finance Committee resolved to lie the report on the table, pending a Council workshop. That workshop was held on 1 October 2025.
- 1.2. Staff have prepared additional advice following that workshop, contained in this report, relating to a construction and demolition (C&D) waste diversion initiative.

- 1.3. Council now has the option to lift the report presented to the Strategy and Finance Committee on 20 August 2025, and resume deliberations on submissions.

2. BACKGROUND

- 2.1. On 13 November 2024, the Committee [approved](#)¹ the draft Waste Management and Minimisation Bylaw for public consultation. The written submission period was open from 30 November 2024 until 24 January 2025. The Council received 20 written submissions during this time. The submissions are available on the Council's website.
- 2.2. On 26 February 2025, the Strategy & Finance Committee heard from three submitters.
- 2.3. On 20 August 2025 the Strategy and Finance Committee received a report titled "[Draft Waste Management and Minimisation Bylaw 2025 – deliberations on submissions.](#)" This report is attached to this memorandum as Attachment 1.
- 2.4. The Strategy and Finance Committee resolved to let the report lie on the table, pending a Council workshop. That workshop was held on 1 October 2025. A summary of the workshop is included in section three of this memorandum.

3. SUMMARY OF WORKSHOP ON WASTE MANAGEMENT AND MINIMISATION BYLAW

- 3.1. The workshop focussed on C&D waste. The consultation document included a proposal that would require building consent applicants to submit a site waste management and minimisation plan for C&D waste as a part of the building consent process. The deliberations report presented to the Strategy and Finance Committee on 20 August 2025, however, recommended that the Council did not continue with that specific proposal, and instead recommended that officers work with material suppliers, the construction sector and waste facility providers to develop new waste diversion initiatives, based on the Hastings District Council model described in the report.
- 3.2. The workshop recapped the original proposal for consultation, the limitations of that proposal, and the consultation findings. The [workshop slides](#)² also set out the two alternatives that were included in the Deliberations report, along with the staff analysis of these two alternatives.
- 3.3. In discussion, elected members generally supported the alternative recommended by staff – to develop C&D waste diversion initiatives in partnership with material suppliers, the construction sector and waste facility providers. However, there were also some concerns that this alternative approach did not include any enforcement actions in the Bylaw.

¹ https://palmerstonnorth.infocouncil.biz/Open/2024/11/SAFC1_20241113_AGN_11226_AT_WEB.htm

² <https://www.pncc.govt.nz/files/assets/public/v/1/documents/participate-palmy/agendas-and-minutes/workshop-papers/waste-bylaw-workshop-oct-2025.pdf>

- 3.4. It was suggested by some elected members that the Bylaw should not be adopted until the alternative approach had been piloted or trialled. That would allow time to assess if the recommended approach was effective. If it was not effective then they would be able to adopt the Bylaw with additional enforcement measures, without having to wait 10 years for the next review of the Bylaw.

4. CONSTRUCTION AND DEMOLITION WASTE DIVERSION INITIATIVES

- 4.1. On 7 November 2025 staff attended a meeting at Central Environmental Limited in Feilding with building trade suppliers and merchants, builders, and staff from other councils in the Manawatū/Whanganui region. At this meeting we received a presentation from Hastings District Council and Winstone Wallboards about their C&D waste diversion pilot which has recently been completed in Hawkes Bay.
- 4.2. The focus of the pilot project was the recovery of plasterboard off-cuts from building sites for processing and recycling. In this pilot arrangement, Central Environmental provided collection bags for sale to builders through the affiliated trade suppliers and merchants (including Placemakers, ITM, Mitre 10, and Carters). When a builder ordered plasterboard for a construction project they were able to purchase a collection bag for plasterboard offcuts. The cost of the bag was competitive with the cost of waste disposal, meaning builders saved money by using the collection bags instead of sending plasterboard offcuts to landfill as general waste.
- 4.3. The pilot ran from May – October 2025 and recovered 70 tonnes of plasterboard waste, representing just under 9% of the estimated total plasterboard waste recoverable. The recovered waste had a very low contamination rate at 1%.
- 4.4. While data is still being analysed, Hastings District Council staff and Winstone Wallboards consider the Hawkes Bay pilot to be a success. Similar trials are now being discussed in other parts of the North Island, including in the Manawatū/Whanganui region.
- 4.5. With the Hawkes Bay trial showing promising results, there are indications of support for a similar project in the Manawatū/Whanganui region. Participants at the meeting on 7 November 2025, including builders and building trade merchants, expressed interest in forming a leadership group to develop a local pilot project in early 2026. The Council has an opportunity to be a part of this leadership group to support and facilitate a pilot project for C&D waste diversion in our region. This would be a collaborative project, potentially involving other local authorities, rather than being limited or specific to Palmerston North.

5. DESCRIPTION OF OPTIONS

- 5.1. There are two options for the Council to consider:

Option 1 – resume the deliberations on submissions to the draft Waste Management and Minimisation Bylaw, and adopt the Bylaw as recommended in the report presented to the 20 August 2025 Strategy and Finance Committee (Attachment 1).

In this option, the Council would lift the report that was presented to the Strategy and Finance Committee on 20 August 2025 and resume deliberations. If the Council supported the recommendations of that report, then it could choose to adopt the Bylaw. Staff would bring the Bylaw into effect from 1 February 2026 (allowing time for an implementation plan to be developed).

Option 2 – do not adopt the draft Waste Management and Minimisation Bylaw until the completion of a trial C&D Waste Diversion initiative.

- 5.2. In this option, the Council would suspend any further deliberations on the draft Waste Management and Minimisation Bylaw until a C&D waste diversion trial was completed. As noted in section 4, there is already action underway by Central Environmental Limited, along with building trade merchants and builders, to develop a pilot project for diverting plasterboard offcuts from landfill as the first step in a C&D waste diversion project. In this option, the Council would wait until the pilot project is completed and results reported back to the Council before adopting the draft Bylaw.

6. ANALYSIS OF OPTIONS

Option 1 – resume the deliberations on submissions to the draft Waste Management and Minimisation Bylaw, and adopt the Bylaw as recommended in the report presented to the 20 August 2025 Strategy and Finance Committee (Attachment 1).

- 6.1. There are several benefits to proceeding with option 1. Resuming deliberations on submissions and adopting the draft Bylaw will conclude the review of the Bylaw which began in 2021. Progress on the bylaw review was delayed due to additional research requested on regulatory tools for enforcement in 2022, and the development of the Waste Management and Minimisation Plan in 2023. It provides certainty to those submitters who made submissions on the draft Bylaw nearly a year ago.
- 6.2. Option 1 also allows for the proposed changes to the draft Bylaw, which were largely supported by submitters, to be brought into effect. This includes stronger conditions for licensing commercial waste collectors and improved provisions for events waste management – to be brought into effect.
- 6.3. There are no significant disadvantages with option 1. If the Council wants to make further changes to the Bylaw at a later date it is able to do so by proposing amendments to the Bylaw. For instance, while the C&D waste diversion initiative is not being led by Council staff, we are able to report progress and results to the Council and monitor whether the trial is proving effective in reducing C&D waste to landfill in Palmerston North. If, upon receiving those results, the Council was not satisfied that the trial was achieving the expected outcomes, it could re-consider whether further amendments to the Bylaw are necessary.

- 6.4 If the Council chooses option 1 and resumes deliberations on the draft Bylaw but wanted to be clear that further amendments could be proposed following the completion of the C&D waste diversion trial, then it could move the following additional recommendation:

That the Chief Executive report back to the Council on the results of the C&D waste diversion trial, including an assessment of the effectiveness of waste diversion, potential next steps and options for any further amendments to the Waste Management and Minimisation Bylaw 2025.

- 6.3. There is also an ordinary review of the Bylaw scheduled for 2031.
- 6.4. Option 1 is the recommended option.

Option 2 – do not adopt the draft Waste Management and Minimisation Bylaw until the completion of a trial C&D Waste Diversion initiative.

- 6.5. There is no significant benefit for option 2. As noted in section 4, there is already sector interest in developing a pilot project for diverting plasterboard offcuts from landfill. This is not a Council-led initiative, but rather it is being driven by a collective of interested groups including Central Environmental Limited, Winstone Wallboards, building trade merchants and parts of the building sector. This pilot project can proceed regardless of any decision the Council makes.
- 6.6. If the Council proceeds with option 2 then it would potentially delay the adoption of the draft Waste Management and Minimisation Bylaw by around 10-12 months. As the pilot project is proceeding independently, we do not determine when the trial starts or how long it lasts. However, there are indications that the trial could begin in early 2026, and if it lasted for 5-6 months as it did in Hawkes Bay then it could be completed by August/September 2026. Allowing time to process and analyse the results of the trial, a report to Council would be expected around October/November 2026.
- 6.7. Option 2 would give the advantage of allowing the Council to understand the impact of the pilot project before making a final decision about any further changes it wants to make to the draft Bylaw. However, this advantage does not provide a significant benefit as the Council still retains the ability to propose amendments to the Bylaw at any time.
- 6.8. Option 2 therefore has the significant disadvantage of delaying the adoption and implementation of the draft Bylaw for between 10-12 months. This would have the effect of delaying the implementation of other improvements proposed in the draft Bylaw such as the improved provisions for events waste management, and stronger conditions for commercial waste collector licensing (which is an action for 2027 in the Council's Waste Management and Minimisation Plan).

6.9. Staff do not recommend option 2.

7. CONCLUSION AND RECOMMENDED WAY FORWARD

7.1. Option 1 is the recommended option. It provides the benefits of concluding the review process that started four years ago and allows changes to the Waste Management and Minimisation Bylaw to be implemented without any further delays.

7.2. A pilot project for diverting plasterboard waste from landfill looks likely to proceed in the coming months and could provide valuable data and a platform for further C&D waste diversion initiatives. Although this is happening independent of any decisions the Council makes, there is an opportunity for Council staff to be involved in supporting and facilitating this project. This would give the Council the ability to advocate for actions that support C&D waste diversion in Palmerston North.


7.3. Staff therefore recommend that the Council adopt the draft Waste Management and Minimisation Bylaw, to be brought into effect on 1 February 2026.

8. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to: Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city	
The recommendations contribute to this plan: 12. Mahere taumanu para 12. Resource Recovery Plan The objective is: ide waste collection services, including kerbside collection, the Ashhurst Transfer Station, and public space rubbish bins; provide recycling collection services, including kerbside recycling, drop-off centres and public space recycling bins; promote waste reduction; divert waste from landfill.	
Contribution to strategic	The Waste Management and Minimisation Bylaw supports almost all of the objectives of Mahere taumanu para/Resource Recovery Plan. It

direction and to social, economic, environmental and cultural well-being	provides the regulatory basis for implementing the range of waste management and minimisation activities that Council delivers. Revisions that bring improvements to the Bylaw and Administration Manual help Council to achieve its objectives in the resource recovery activity.
--	--

ATTACHMENTS

1. Report Draft Waste Management and Minimisation Bylaw - deliberations on submissions August 2025 [↓](#) 



MEMORANDUM

TO: Strategy & Finance Committee

MEETING DATE: 20 August 2025

TITLE: Draft Waste Management and Minimisation Bylaw 2025 - deliberations on submissions

PRESENTED BY: Peter Ridge, Acting Manager Strategy and Policy

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION(S) TO COUNCIL

1. That Council confirms, pursuant to s.155 of the Local Government Act 2002, Council has determined that:
 - a. a bylaw is the most appropriate way of addressing the perceived problems of maximising the diversion of waste to beneficial uses; regulating and managing the operation of kerbside waste and recycling collection activities; and minimising the potential for waste to create a nuisance in public places; and
 - b. a standalone bylaw is the most appropriate form of bylaw; and
 - c. the Palmerston North Waste Management and Minimisation Bylaw 2025 does not give rise to any implications under the New Zealand Bill of Rights Act 1990.
 2. That Council adopts the Palmerston North Waste Management and Minimisation Bylaw 2025 and the Palmerston North Waste Management and Minimisation Bylaw Administration Manual 2025 (as shown in Attachments 2 and 3 respectively) which will come into effect on 1 October 2025.
-

1. KEY POINTS IN THIS REPORT

- We have completed the consultation process for the draft Waste Management and Minimisation Bylaw and Administration Manual.
- We received 20 written submissions and 47 comments on our social media posts. The points made by submitters and commenters are analysed in Attachment 1.
- We recommend that Council adopts the Bylaw and Administration Manual, including the amendments recommended as a result of consultation.



2. ISSUE

- 2.1 The Council has received 20 written submissions and three oral submissions on the draft Waste Management and Minimisation Bylaw (the Bylaw).
- 2.2 This memorandum provides analysis of the issues raised in the written and oral submissions. Staff have made recommendations for changes to the draft Bylaw as a result of the consultation process and recommend that the Council adopt the Bylaw and Administration Manual as amended (Attachments 2 and 3).

3. BACKGROUND

- 3.1 On 13 November 2024, the Committee [approved](#)¹ the draft Waste Management and Minimisation Bylaw for public consultation. The written submission period was open from 30 November 2024 until 24 January 2025. The Council received 20 written submissions during this time. The submissions are available on the Council's website.
- 3.2 The [consultation webpage](#)² outlined the significant proposed changes to the Bylaw. An online form gave submitters the opportunity to indicate if they supported, opposed, or were not sure about these proposed changes, with space to provide comments about those proposed changes. The form also invited submitters to provide general comments about any other proposed changes to the Bylaw.
- 3.3 On 26 February 2025, the Strategy & Finance Committee heard from three submitters.
- 3.4 We received 47 comments from commenters on social media posts during the consultation period. Screenshots of the comments were included in [the report presented to the Strategy & Finance Committee on 26 February 2025](#).³

4. ANALYSIS OF ISSUES RAISED BY SUBMITTERS

- 4.1 A full analysis of the issues raised by submitters, and commenters on social media, is provided in Attachment 1. As a result of this analysis we recommend several further changes to the draft Waste Management and Minimisation Bylaw and Administration Manual.

¹
https://palmerstonnorth.infocouncil.biz/Open/2024/11/SAFC1_20241113_AGN_11226_AT_WEB.htm

²
<https://www.pncc.govt.nz/Participate-Palmy/Have-your-say/Waste-Management-and-Minimisation-Bylaw-consultation>

³
https://palmerstonnorth.infocouncil.biz/Open/2025/02/SAFC1_20250226_AGN_11268_AT_WEB.htm



Licensing waste and diverted material collectors

- 4.2 The original proposal was to strengthen the existing provisions by including conditions about the type and size of container that collectors could use, and the days and times they could operate.
- 4.3 We recommend one minor change to this proposal, to make it clear that these conditions apply to residential collection services only rather than services offered to commercial or industrial customers. This is because the provisions we proposed were intended to address the higher proportions of recyclable materials found in larger waste bins in residential collection services. Our waste assessment found that smaller bins tended to have smaller proportions of recyclable material in waste bins. However, this correlation doesn't necessarily apply to commercial or industrial customers. Therefore we recommend amending condition 10(a) in Part 5 of the Administration Manual to clarify that it applies to residential collection services only.

Construction and demolition waste

- 4.4 The consultation document included a proposal to include the ability for Council to pass a resolution requiring site waste management and minimisation plans as part of the building consent process, for projects over a designated value. The purpose was to address the large volume of construction and demolition waste going to landfill, by targeting significant construction projects to improve practice.
- 4.5 While there was general support for this proposal, submitters identified several limitations with this proposal. Firstly, it would not include demolition-only projects which are exempt from building consent requirements under the Building Act 2004. This means that the proposal could only address projects that involved construction or construction and demolition. This would limit the effectiveness of the proposal.
- 4.6 Secondly, Council does not have the ability to withhold issuing a building consent because the applicant did not supply additional information unrelated to the processing of the consent. For instance, we are unable to require applicants to include the amount of waste expected to be generated by the activity or require that a waste management and minimisation plan for construction and demolition waste is submitted for approval. If we are unable to require this information, or we are unable to withhold the building consent because the applicant has not supplied this information (or we do not approve their waste management and minimisation plan), then the effectiveness of this approach would be severely limited. This has been confirmed by discussions with other councils that have attempted to introduce a similar approach.
- 4.7 We considered two alternatives to the proposal as a result of the points raised by submitters. The first alternative was to include the same information requirements in the Bylaw, but not associate them with a building consent

application. However, there are significant limitations to this approach. We would need to continuously monitor building and demolition projects, and initiate a separate process for each project to submit the information necessary for Council to determine whether a site waste management and minimisation plan was required. We would require the person responsible for the project to submit a site waste management and minimisation plan for approval. However, if the plan was not submitted, or not approved, or not followed once approved, then the only means by which Council could enforce compliance would be to prosecute for a breach of the bylaw. This is unlikely to be a cost-effective approach to achieve compliance.

- 4.8 The second alternative we considered is used by Hastings District Council. They work with trade suppliers and the building sector to raise awareness of construction and demolition waste facilities and remove barriers to diverting waste. One example is the provision of collection bags for plaster board offcuts, which are then collected by the construction and demolition waste facility for recycling. While the project is in its early stages, it provides a useful template for a collaborative approach that uses education and practical interventions to achieve waste diversion outcomes.
- 4.9 We recommend that Part Five Construction and Demolition Waste and clause 13 Construction and Demolition Waste Management and Minimisation Plans are deleted from the Bylaw. In its place, staff will work to develop a programme with local material suppliers, the construction and demolition sector, and waste facility providers to develop information, guidance and initiatives to divert construction and demolition waste from landfill.

Events waste management and minimisation

- 4.10 The consultation document included a proposal to include stronger language around the requirements for events waste management by event managers. Most submitters were supportive of these changes, but two additional changes were suggested which we recommend Council includes.
- 4.11 Firstly, submitters suggested that the rate of contamination should also be reported alongside the types and quantities of waste and recyclable materials. We agree, as this will help us to understand whether recycling at events is effective.
- 4.12 Secondly, we agree that Council's event venues should also meet the same standards that we are setting for event managers using Council land or Council funding. Our major event venues such as CET Arena and the Conference and Function Centre are already meeting most of these requirements, and should be able to meet the standards set out in the Administration Manual without much difficulty. Council's venues and events team are well placed to work with groups booking these spaces to ensure that waste minimisation efforts are effective.
- 4.13 For our smaller event venues such as the community centres, which are managed by volunteer-run management committees, a more practical



approach would be for our Community Development Team to work with user groups to educate them about waste minimisation. Where appropriate, they can provide support and guidance to these groups to help divert waste from landfill from these smaller events.

Other minor changes

- 4.14 Submitters also made suggestions for a number of minor wording changes and corrections that clarify or improve the readability of the Bylaw and Administration Manual. For instance, the phrase 'diverted material' refers to material which has been diverted from landfill. However, in most cases, it is more correct to refer to 'divertible material' as material which can be diverted from landfill. We have made this change throughout the Bylaw and Administration Manual, along with similar minor changes.
- 4.15 All changes to the Bylaw and Administration Manual are shown as tracked changes. Additions are underlined while deletions are shown as ~~struck through~~ text.

5. DESCRIPTION OF OPTIONS

- 5.1 There are two options for the Committee to consider:
 - 5.1.1 Option 1: recommend to Council that they adopt the Waste Management and Minimisation Bylaw and Administration Manual.
 - 5.1.2 Option 2: do not recommend to Council that they adopt the Waste Management and Minimisation Bylaw and Administration Manual.

6. ANALYSIS OF OPTIONS

- 6.1 Option 1 – that the Council adopt the Waste Management and Minimisation Bylaw and Administration Manual – is recommended.
- 6.2 Council has consulted the community on the proposed changes to the Bylaw and Administration Manual. There was generally strong support for the proposals, along with additional suggested changes. As shown in Attachment 1, and summarised in section 4 of this report, we have recommended some further changes to the Bylaw and Administration Manual to have regard to the points made by submitters.
- 6.3 Option 2 – that the Council does not adopt the Waste Management and Minimisation Bylaw and Administration Manual – is not recommended. The consultation process has not shown significant opposition or concerns with the scope of the proposed changes. Choosing not to adopt the Bylaw and Administration Manual would leave the existing Waste Management and Minimisation Bylaw in place, but without the changes and improvements we have recommended and consulted on.



7. CONCLUSION

- 7.1 The consultation process on the draft Waste Management and Minimisation Bylaw and Administration Manual has been useful. It shows broad general support for the changes that Council proposed, along with additional changes and improvements.
- 7.2 We have analysed the submissions and considered the arguments both for and against the changes that Council has proposed, as well as the additional changes suggested by submitters. Based on this analysis, we recommend that Council adopts the Waste Management and Minimisation Bylaw and Administration Manual with the changes as indicated in Attachments 2 and 3.

8. NEXT ACTIONS

- 8.1 If adopted by Council on 3 September 2025, the Bylaw and Administration Manual will come into effect on 1 October 2025. The Waste Management and Minimisation Bylaw 2016 and Administration Manual 2016 will be revoked when the new Bylaw and Administration Manual comes into effect.
- 8.2 We will place public notices to notify that the new Bylaw and Administration Manual has been adopted, and when it will come into effect. We will publish the new Bylaw and Administration Manual to Council's website and make copies available in the Customer Service Centre.
- 8.3 We will contact submitters and advise them of Council's decisions in respect of the issues raised during consultation.

9. COMPLIANCE AND ADMINISTRATION

Does the Committee have delegated authority to decide?	No
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to: Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city	
The recommendations contribute to this plan: 12. Mahere taumanu para 12. Resource Recovery Plan	

The objective is: Provide waste collection services, including kerbside collection, the Ashhurst Transfer Station, and public space rubbish bins; provide recycling collection services, including kerbside recycling, drop-off centres and public space recycling bins; promote waste reduction; divert waste from landfill.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	The Waste Management and Minimisation Bylaw supports almost all of the objectives of Mahere taumanu para/Resource Recovery Plan. It provides the regulatory basis for implementing the range of waste management and minimisation activities that Council delivers. Revisions that bring improvements to the Bylaw and Administration Manual help Council to achieve its objectives in the resource recovery activity.

ATTACHMENTS

1. Analysis of Waste Management and Minimisation Bylaw Submissions
2. Draft Waste Management and Minimisation Bylaw 2025
3. Draft Waste Management and Minimisation Bylaw 2025 Administration Manual

Draft Waste Management and Minimisation Bylaw

Analysis of issues raised during
consultation and recommendations for
changes

Introduction

We carried out public consultation on the draft Waste Management and Minimisation Bylaw (the Bylaw) between 30 November 2024 and 24 January 2025.

We received 20 submissions on the draft Bylaw. Three oral submissions were heard at the Strategy and Finance Committee on 26 February 2025.

We received 47 comments across our social media posts. We have included the issues raised on social media in this analysis.

The purpose of this document is to summarise the key points raised by submitters and provide analysis of those issues. Where appropriate we have recommended changes to the draft Bylaw for the Committee to consider.

Key proposals

The draft Bylaw sets out Council's rules for regulating waste and waste minimisation throughout the city. We proposed three main changes to the Bylaw, alongside several other minor matters:

- Changes to the provisions for licensing commercial waste collectors – we proposed strengthening the existing licensing provisions, including conditions about the type and size of container that they could use, and the days/times when they could be licensed to operate.
- A new requirement for waste management and minimisation plans for construction and demolition waste – we proposed a new provision that enabled the Council to pass a resolution to require building work that requires consent over a specified value to also submit a site waste management and minimisation plan. This plan would show how the consent holder would manage and minimise the amount of waste generated by the activity under consent. The provision in the Bylaw would be subject to further work before being enacted.
- Strengthening the requirements for events waste management – we proposed stronger language around the requirements for events waste management by event managers.

Analysis

The following sections outline the arguments made by submitters in relation to each of these three areas. Where submitters have raised other issues or areas for comment, we have also included these for analysis.

Licensing commercial waste collectors

In support	In opposition	Don't know/no opinion
10	6	4

In terms of numbers, the submitters were somewhat split on this proposal. However, the comments from submitters reveal areas of concern which could be addressed to make this proposal more effective.

Those who supported the proposal identified that licensing could help to keep waste collectors accountable, while providing a means to set consistent days/times for collection. There were also a

few very detailed submissions that provided suggestions for improvements or extension to the proposal. These included:

- Ensuring that the data collected from operators is consistent with national standards, and includes tonnage, diversion rates and end destinations of materials.
- Imposing penalties for kerbside recycling bin contamination. This was in response to a concern that limiting waste bin sizes could result in increased kerbside recycling bin contamination.
- Limiting the regulation of kerbside bin sizes to residential households. Regulating commercial bin sizes could have unintended operational impacts given the wider range of bin types and sizes used in different situations.
- Adopting a tiered licensing fee structure for licensing based on diversion rates, tonnage or volume collected to reduce the burden on smaller operators that may be captured by the proposed 10 tonnes/year threshold. A discounted licensing fee could also apply to operators that achieve the Council's diversion targets.
- Requiring licensed collectors to verify that materials collected are sent to credible end markets to prevent stockpiling.
- Consider a simplified or templated approach for smaller operators to minimise administrative burden.

Submitters opposed to this proposal expressed concern that collectors would pass on the costs of licensing to their customers, raising the cost of waste disposal. Submitters opposed to this proposal argued that it should be as easy as possible to get rid of waste, and the proposal to limit the size waste collection containers would make it harder or more expensive. They also noted that companies already struggle to use the right bins, and so regulating the types of bins they can use will create more confusion. Some submitters said that there are already enough rules and regulations for waste, and that Council didn't need to add any more or make things more complicated.

One submitter was concerned that restricting the ability of waste collectors to cater to different situations with different bin sizes or types could create health and safety risks for their employees. There was also concern that limiting the size or type of bin could give an unfair advantage to one licensed collector over another.

One submitter that was in favour of licensing suggested a different approach – they proposed licensing a collector to collect only in a designated part of the city. This approach would limit the number of additional vehicles servicing the same area by licensing a single collector for each area. The submitter's suggestion outlines how this approach might work, with each sector of the city being proportional in terms of the number of customers and establishing an interchange system where a collector's customer lives outside of their designated collection area.

Analysis

We agree that standardised terms will ensure that the data collected is usable, and will avoid the need for waste collectors to develop bespoke reports for PNCC. **When the licensing system is implemented we will engage with the waste industry and the Ministry for the Environment to ensure that our terms and descriptors for the data reports are based on nationally-consistent standards.**

The Council does not have the authority to create a financial penalty for contamination of kerbside recycling bins. While this may be an effective deterrent to contamination, we cannot create our own infringement offences and fines for waste management and minimisation activities. This is why

we have developed the “three-strikes” approach set out in the Administration Manual. This allows the Council to take a graduated response to enforcement, with the temporary suspension of service for repeated contamination. The amendments that we proposed in the Consultation Document change the period within which a strike notice remains active (from three months to six months). This will have the effect of enabling ongoing suspension of the kerbside recycling collection service if there is ongoing contamination. However, it should be noted that a strictly punitive approach (whether financial or non-financial) may not be effective alone and should be applied together with a comprehensive education programme.

The purpose of regulating bin sizes was to give the Council additional tools to manage the waste stream. As demonstrated in our 2023 Waste Assessment, larger wheelie bins used for waste collection have a much higher proportion of potentially divertible material than smaller wheelie bins or plastic bags. However, this applies only to residential kerbside collections; the waste assessment did not find this pattern in commercial or industrial waste collections. **It would be sensible, therefore, to limit any restrictions on the type, weight, size or capacity of the collection container to those used in residential collections.**

We recognise that with a threshold of 10 tonnes of waste collected per year, the potential scope of waste collectors to be licensed will include many smaller operators and a few larger operators. It is reasonable to consider a tiered structure for licensing that allows smaller operators to meet a smaller set of conditions, or to pay a smaller fee. The draft Bylaw as it is currently written does not limit how those fees may be set up or designed. **When the licensing system is developed for 2027, staff will take into consideration the benefits of a tiered licensing structure that recognises the size of waste collectors, and also consider the potential for applying discounts to collectors that are meeting the Council’s waste diversion targets.**

Similarly, **there is scope for the implementation of the licensing system to have regard to matters such as templates.** Where possible, a standardised approach can make it simpler for applicants to apply for a licence.

The suggestion of an alternative approach – licensing collectors to operate only in designated sectors of the city – is not recommended. Developing a system along the lines suggested by the submitter would involve a very high level of complexity and involvement of Council staff in the detailed operations of private businesses. For instance, Council would need to ensure that each sector provided for proportionate numbers of customers; but this would only be possible by reviewing the number of existing customers of each business and matching that information to current population data. There are further complications, such as how to manage the mismatch when a company’s customers did not all live within the sector they were licensed to operate in. While a formal cost-benefit analysis has not been undertaken, it appears that there would be substantial additional costs and administrative burdens for a very marginal benefit (limiting the number of collection trucks operating on any given street). With the Council already undertaking a piece of work to review the way kerbside collection services are delivered, we do not recommend the approach suggested by the submitter.

Recommendation: amend condition 10(a) in Part 5 of the Administration Manual to read:

“10. The licensee must comply with any standards set by the Council as detailed in the licence, including (but not limited to):

a. For residential collection services, requirements for approved collection containers (such as type of container, weight, size and capacity, and the types of material that are appropriate for collection in that container); and”

Staff will also give consideration to the benefits of a tiered licensing structure that recognises the size of waste collectors, and also consider the potential for applying discounts to collectors that are meeting the Council’s waste diversion targets.

Construction and demolition waste

In support	In opposition	Don’t know/no opinion
15	5	0

Three quarters of submitters support this proposal. They recognised the value in ensuring waste material from building sites that could be reused should be kept out of landfill. They also identified some concerns or suggestions for improving the proposal, which are discussed below.

The lack of detail about how the proposal would work was a concern for some submitters, suggesting that the details should be clarified before making the bylaw. Providing those details upfront would allow the building industry to better understand the impact and likely costs of the new requirements. There was also a concern that adding a further requirement for building consent applicants would add further to the cost of construction.

Simplicity was favoured by some submitters, both those who supported and opposed the proposal. Complicated and unnecessarily bureaucratic systems would make it hard for people to comply with the bylaw and would be counter-productive. Some submitters suggested a templated plan could make it easier for plans to be written, alongside effective public education so that people understand the cost-benefits that favour diversion of waste from landfill.

Several submitters identified that demolition-only projects do not necessarily require building consent and therefore would be excluded from this requirement. Furthermore, demolition projects would likely comprise a significant proportion of the construction and demolition waste being sent to landfill. It was suggested by some submitters, therefore, that instead of being tied to the value of the building consent the requirement to submit a plan should be linked to the estimated volume of waste that would be generated. However, building consent applications do not include information on the estimated amount of waste generated.

Analysis

In reviewing the points raised by submitters, we investigated further the practicality of the proposal. We discovered that there are some significant limitations to the proposal. Firstly, as noted by some submitters, demolition-only projects are exempt from the requirement to obtain a building consent.

This means that the proposal – as included in the draft Bylaw – would not have captured the full scope of the construction and demolition waste stream. This was confirmed by other Councils that have attempted to introduce a similar requirement.

Secondly, there are limitations on the ability to require additional information via the building consent process, or to withhold consent based on additional requirements (for instance, submitting a site waste management and minimisation plan for approval). While we can request additional information – for instance, an estimate of the amount of waste expected to be generated by the activity – we do not have the power to refuse building consent if this information isn't supplied. Similarly, if we require a site waste management and minimisation plan to be submitted for approval – but it is not submitted or we do not approve it – then we would not be able to refuse to issue the building consent on those grounds. This places a significant limitation on the ability of this new proposal to change behaviours around diverting construction and demolition waste from landfill.

The Council could still include in the Bylaw a requirement for anyone undertaking construction or demolition work estimated to produce a specified amount of waste to submit a site waste management and minimisation plan. However, if they did not submit a plan, or we did not approve it, they could still proceed with the construction or demolition work. Council could choose to prosecute anyone who did not submit a plan or carried out work without approval of their waste management and minimisation plan, or who did not follow their approved plan. This is not expected to be an effective approach, though, and would likely be very costly to pursue court action.

An alternative approach used by other Councils such as Hastings District Council is to work with trade suppliers and the building sector to raise awareness of construction and demolition waste diversion facilities and remove barriers to diverting waste. One example of this is the provision of collection bags for plaster board off-cuts that can be returned to a construction and demolition processing facility for recycling. By developing an education programme aimed at the construction sector, and establishing partnerships with key stakeholders such as material suppliers and construction and demolition firms, it may be possible to achieve significant diversion of construction and demolition material from landfill.

Recommendation: delete Part Five – Construction and Demolition Waste and clause 13 Construction and Demolition Waste Management and Minimisation Plans” from the Bylaw.

Staff will, instead, work with material suppliers, the construction and demolition sector, and construction and demolition waste facility providers to develop information, guidance and initiatives to support increased diversion of construction and demolition waste from landfill.

Events Waste Management and minimisation

In support	In opposition	Don't know/no opinion
16	1	3

The vast majority of submitters supported the proposal to strengthen events waste management. Submitters noted that it was reasonable for organisers to sort waste, but that more needed to be done to support correct recycling. Submitters favoured simple systems that weren't complicated for

people to follow, with clear guidance for events and financial support for smaller, resource-limited events.

Submitters that were opposed to or unsure about the proposal felt that expecting event organisers to record waste data was too much. Some submitters expressed concern that, while well-intentioned, the proposed wording changes could discourage events, adding costs and delays that burden event organisers.

Submitters noted that events can vary a lot in terms of size, and that some larger events may find it easier than smaller events to meet these requirements. There were also concerns about how the requirements would be policed.

One submitter suggested that Council venues should also meet the same requirements for waste management. They also suggested there should be a tiered enforcement system to ensure compliance with the requirements for events waste management. In this approach, smaller events of less than 500 participants would be encouraged to meet the diversion requirements, while larger events of more than 2,500 people in attendance should be subject to strict enforcement with penalties for non-compliance.

A further suggestion was that vendors at events should be held accountable for using only certified composable or approved recyclable packaging, with penalties for non-compliance.

In addition to providing data on diversion of waste from landfill, the submitter suggested that event waste managers should also provide data on the rate of contamination.

Analysis

The requirements for events waste management attempt to strike an effective balance between minimising the amount of waste generated at events whilst not placing burdensome obligations on event organisers. As noted by some submitters, the size of events (and, by extension, the level of administrative support) can vary significantly. While a tiered approach can be effective in some cases – allowing smaller events to meet less onerous obligations than larger events – this itself can add complexity and cost to the system.

The Council does not have the ability to impose a financial penalty for an event organiser that does not meet the requirements of the bylaw for events waste management. Instead, the Bylaw makes future event funding or access to event spaces contingent on compliance with the conditions for events waste management and minimisation. For most events which are recurring, this can be an effective lever to ensure compliance without imposing a direct financial penalty.

Contaminated recycling at events is a concern, as it is for kerbside recycling collections. **Including the rate of contamination in the data provided to the Council by the event organisers is a sensible change that will help us to understand whether recycling at events is effective.**

We agree that the standards for events waste management should also apply to Council's own venues. Our major venues such as CET Arena and the Conference and Function Centre are already meeting most of these requirements and would be able to meet these standards without much difficulty. For smaller venues such as our community centres, which often host small meetings and functions, it would be more practical for our Community Development team to work with user groups to educate about waste minimisation. Where appropriate, they can provide support and guidance to these groups to divert waste from landfill from these smaller events.

Recommendation: Amend clause 16.1 of the Bylaw to read:

“16.1 All events held on Council land or with Council funding, and Council’s major event venues, must comply with the terms and conditions for Events Waste Management and Minimisation contained in the Administration Manual.”

and

Amend the first sentence of Part 6 of the Administration Manual to read:

“The following terms and conditions apply to any event held on Council land or with Council funding, and Council’s major event venues.”

and

Amend condition 4(b) of Part 6 of the Administration Manual to read:

“4.(b) The types and quantities of waste and recyclable materials, and the rate of contamination, is recorded; and “

Three strikes for contaminated recycling bins

We proposed to change the length of time for which the number of “strikes” (for contaminated recycling bins) would be considered for a suspension of service, from three months to six months. This means that a strike would remain “active” and three or more strikes would see the collection service suspended. The initial suspension would last for four weeks, but subsequent suspensions would be for eight weeks. By extending the period for strikes to remain “active” to six months, if a further strike occurs within three months of the end of the suspension, a further suspension can be immediately applied.

Submitters commented that taking a stronger approach to wheelie bin contamination could just lead to an increase in fly-tipping as people are unwilling to pay more for waste disposal. They also noted that a bin could be contaminated by a person walking past, and it is hard to watch a bin regularly to avoid this.

One submitter suggested a graduated approach to applying the three strikes. The first strike should be accompanied by a simple illustrated information sheet outlining what is permitted in the wheelie bins. The second strike should result in a visit to the property by a Council officer to explain the correct use of the bin and an offer to visit the resource recovery centre to understand the sorting of materials. The third strike should result in a \$150 penalty fine, or the option to spend a morning working at the sorting line at the resource recovery centre or having their service suspended.

Commenters on social media expressed frustration with contamination. Some observed that contaminated recycling bins were emptied by Council staff regardless of the contamination, while others felt it unfair that Council continued to charge for a service that it had withdrawn.

Other commenters on social media suggested that the Council should provide separate bins for recycling, green waste and rubbish, and that this would reduce the rate of contamination of recycling bins.

Analysis

The submitters are correct that stronger enforcement of wheelie bin contamination can lead to fly-tipping. We have endeavoured to strike a reasonable balance that sets realistic expectations for compliance, whilst also avoiding discouraging participation in the kerbside recycling collection. If it is too hard to recycle correctly, with punitive consequences, then people may not bother altogether and resort to fly-tipping. If it is too permissive, or consequences negligible, then contamination rates will be too high. We believe that the three strikes system we have proposed achieves that balance. Together with an enhanced education programme to promote good recycling practice, we believe this will improve the rate of recycling bin contamination.

Some of the suggestions for how to apply the three strikes system are already in practice or are being redeveloped. We are redesigning information material to educate people about what can be placed in the recycling bins, and we have up to date information available on our website which we direct people to when there is wheelie bin contamination. We also follow up with an in-person visit for second strikes, but in some situations this may be unsafe for Council employees so is used with discretion. For a third strike, we have no ability to impose a financial penalty, and requiring a person to work on the sorting line at the resource recovery facility would likely be in breach of the Health and Safety at Work Act 2015. Consequently, we suspend the collection service for four weeks for the initial third strike, and for eight weeks for subsequent strikes.

We are also in the process of reviewing our service delivery, which includes consideration of the kerbside waste collection service. We also have a programme for 2027 to introduce a food scraps and green waste kerbside collection service. These changes may also have a positive impact on the rate of contamination of recycling bins.

Recommendation: no change

Education

One submitter urged the Council to use whatever communication techniques they have to alert the public to the personal impacts of waste, so it becomes health education more than vague moralism. One commenter on social media suggested that information should be available in more languages to make it easier for those who do not speak English as a first language to recycle correctly.

Analysis

Education plays an essential role in achieving good resource recovery outcomes. We have recognised this through the Waste Management and Minimisation Plan and, as noted elsewhere in this submissions analysis, we continue to develop those education programmes. No change is required in the Waste Management and Minimisation Bylaw for education programmes to be developed or delivered.

Recommendation: no change

Garden waste collection

One submitter stated they were not in favour of introducing garden waste bins for residents. Some already have compost bins, while others pay for a collection; one size doesn't fit all.

Analysis

The submitter's point is noted, though this is out of scope for the current Bylaw review. The decision to introduce a kerbside food scraps and green waste collection services was made during the 2024/34 Long Term Plan and included in the Waste Management and Minimisation Plan 2024.

Recommendation: no change

Cost of waste disposal

Many commenters on social media observed that the cost of Council rubbish bags was too expensive, and that the cost of waste disposal in general was excessive, and that this was driving poor behaviour in terms of contamination of recycling bins or fly tipping.

Analysis

Council's kerbside waste collection service is a full user-pays service, and residents are able to select a different provider to collect their waste. We set the cost of rubbish bags to reflect the cost of delivering the kerbside waste collection service.

While we understand that some commenters expect that the cost of disposing waste should be low, it is set by a variety of factors including the Government's strategic goal of discouraging waste being sent to landfill where it could be diverted to other purposes such as reuse or recycling. This is primarily achieved by setting a levy on waste sent to landfill. The owner of the landfill (MidWest Disposal owns the Bonny Glen landfill in Marton, our nearest open class 1 landfill) includes the cost of the waste levy when setting the price for disposing waste to its landfill. The Council has no ability to influence this price, and it is included in the cost of its own waste collection service, which is funded 100% by the revenue from selling official PNCC rubbish bags.

Recommendation: no change

Deposit return scheme

One commenter on social media suggested that a deposit return scheme, similar to those used in parts of Australia, would help to keep cans and drink bottles out of rubbish bins.

Analysis

Container or deposit return schemes can be effective in diverting waste from landfill. The Ministry for the Environment has the ability to declare "priority products" and establish stewardship schemes to create "extended producer responsibility" programmes. There are currently six priority products including plastic packaging, refrigerants, and electrical and electronic products. One of the more recent programmes – TyreWise – creates an extended producer responsibility programme for tyres.

Consumers are charged an additional fee when the tyre is sold, and this fee is used to pay for the collection and appropriate treatment of the tyres at the end of their life. However, cans and drink bottles are not a priority product.

Recommendation: no change

Enforcement

One submitter commented that fines were a better deterrent for recycling contamination or littering, and that the Council should put up signs that advise of the fines, along with surveillance cameras.

Analysis

Infringement fees ("fines") can be a useful tool for enforcement, however they are not the only (or always the most effective) means of achieving compliance. Council does not have a general power to create infringement offences (and impose infringement fees) within its bylaws; we can only levy an infringement fee where this is stipulated in existing legislation. Common examples are fines for certain offences under the Dog Control Act, or parking fines. While there are infringement offences relating to littering, with fines that the Council can impose, these often have limited effectiveness. The current rules of evidence often make it difficult to prove liability, though the Government is proposing changes that will permit the Council to issue a litter infringement notice with lower levels of proof. These rules are not yet in effect.

Recommendation: no change

Creating a separate bylaw for commercial waste

One submitter suggested that the Council should develop a separate bylaw solely to deal with commercial waste.

Analysis

This suggestion is outside the scope of the current review. If the Council wished to separate residential and commercial waste issues to be dealt with by different bylaws then it would either need to restart the current review process or initiate a new process at the end of the current review. However, there is no clear benefit to addressing different types of waste via separate bylaws that would justify such a change to the current review process.

Recommendation: no change

Minor changes and corrections

Submitters also made suggestions for a number of minor changes and corrections to improve the readability of the Bylaw or to clarify wording. These are mostly designed to make the meaning of existing sections clear, and do not affect existing obligations or responsibilities under the Bylaw. For instance, the phrase “diverted material” is changed to “divertible material” to make clear that this relates to material which is able to be diverted from landfill but which may not yet be diverted. In the Administration Manual, some of the conditions for the kerbside waste collection have been re-written to align more closely to the equivalent conditions for kerbside recycling collection. These changes do not substantially alter the obligations or responsibilities set under the Bylaw and Administration Manual, but instead make clearer what those obligations and responsibilities are.



PALMERSTON NORTH

WASTE MANAGEMENT AND MINIMISATION BYLAW

2025

CONTENTS

Part One - Introduction	3
1. Title	3
2. Purpose	3
3. Commencement	3
4. Repeal	3
5. Definitions	4
Part Two – Council Waste and Diverted Material Services	10
6. Council Kerbside Collection	10
7. Council Waste and Diverted Material Facilities	10
8. Public Recycling Bins and Public Litter Bins	10
Part Three - Licensing of Waste and Diverted Material Transporters and Collectors	12
9. Licensing of Waste and Diverted Material Collectors	12
Part Four - Waste Causing Hazard or Nuisance	14
10. Accumulated Waste or Litter	14
11. Burial of waste	14
12. Interference with and Removal of waste or Recyclables	14
Part Five – Construction and Demolition Waste	15
Construction and Demolition Waste Management and Minimisation Plans	15
Part Five – Unsolicited Mail	16
13. Unsolicited Mail Restricted	16
14. Exceptions to Unsolicited Mail Restrictions	16
Part Six – Events	17
15. Events Waste Management and Minimisation	17
Part Seven - Administration	18
16. Administration Manual and Delegations	18
17. Permits and Licences	19
18. Fees	19
Part Eight - Enforcement	20
19. Non-compliance with Terms and Conditions for Collection of Waste and divertible Material	20
20. Non-compliance with Terms and Conditions for Council Waste and Diverted Material Facilities	20
21. Non-Compliance with Conditions of a Licence	20
22. Bylaw Breaches	21

PALMERSTON NORTH WASTE MANAGEMENT AND MINIMISATION BYLAW 2025

PART ONE - INTRODUCTION

1. TITLE

- 1.1 The title of this Bylaw is the "Palmerston North City Council Waste Management and Minimisation Bylaw 2025".

2. PURPOSE

- 2.1 This Bylaw is made ~~pursuant to sections 145 and 146 of the Local Government Act 2002, under~~ section 56 of the Waste Minimisation Act 2008, sections 64 and 65 of the Health Act 1956, and section 12 of the Litter Act 1979. The purpose of this Bylaw is to:
- (a) Protect, promote and maintain public health and safety, by regulating the collection and disposal of Waste and ~~Diverted~~ Divertible Material;
 - (b) Promote effective, efficient and safe collection, transportation, management, storage and disposal of Waste and ~~Diverted~~ Divertible Material;
 - (c) Regulate and monitor Waste and Diverted Material Operators within the City through a licensing process, to support Council's Waste Management and Minimisation Plan.

3. COMMENCEMENT

- 3.1 This Bylaw comes into effect on 1 ~~July~~ October 2025, except for Part Three which comes into force on 1 July 2027.

4. REPEAL

- 4.1 This Bylaw repeals the Palmerston North City Council Waste Management and Minimisation Bylaw 2016 and Palmerston North City Council Waste Management and Minimisation Bylaw 2016 Administration Manual when this Bylaw comes into effect on 1 October 2025.

5. DEFINITIONS

5.1 In this Bylaw, unless the context requires otherwise, the following definitions apply:

Administration Manual	means the Waste Management and Minimisation Bylaw Administration Manual passed by resolution of the Council at the same time as making this Bylaw and as amended from time to time under this Bylaw.
Approved	means authorised in writing by the Council.
Approved collection bag	means a bag approved for use in the Council kerbside collection service for approved waste. The characteristics of an approved collection bag are contained in Part 2 of the Administration Manual.
Approved collection container	means a collection container approved for use in the Council kerbside collection service for approved <u>diverted-divertible</u> materials. The characteristics of an approved collection container are contained in Part 2 of the Administration Manual.
Approved <u>diverted-divertible</u> material	means a material or class of material that has been approved for recycling at a waste and diverted materials facility or in the Council kerbside collection service. The types of approved <u>diverted-divertible</u> materials are listed in Part 3 of the Administration Manual, including whether they are accepted for collection through the Council kerbside collection service or at a waste and diverted materials facility.
Approved waste	means waste which has been approved for collection through the Council kerbside collection service. The types of approved waste are listed in Part 3 of the Administration Manual.
Authorised officer	means a person appointed or authorised in writing by the Council to act on its behalf in relation to this Bylaw.

Bylaw	means the Palmerston North Waste Management and Minimisation Bylaw 2025 .
City	means the area within the boundary of Palmerston North City Council.
Collection day	means, the day allocated to the eligible property as shown on the Council kerbside collection service area maps in Part 3 of the Administration Manual.
Commercial waste	means any scrap, waste material or refuse resulting from the conduct of any business, manufacture, process, trade, market or other industrial operation or undertaking.
Commercial waste collector	means a person who collects, transports, and deposits for treatment or disposal any waste and/or diverted-divertible material.
Commercial waste collector licence holder	means a commercial waste collector who holds a current commercial waste collector licence issued under this Bylaw.
Controlled waste	means waste which has been approved for collection through the Council kerbside collection service provided it meets the controlled waste conditions listed in Part 3 of the Administration Manual. The types of controlled waste are listed in Part 3 of the Administration Manual.
Council	means the Palmerston North City Council.
Council kerbside collection service	means any collection service provided by, or under contract to, the Council for the collection of any approved or controlled waste or diverted-divertible material from eligible properties within the City.
Council kerbside collection service area	means the area highlighted on the Council kerbside collection service area maps in Part 3 of the Administration Manual.

Diverted material	<u>Divertible</u>	means anything that is no longer required for its original purpose and, but for commercial or other waste minimisation activities, would be disposed of or discarded. This includes material able to be recycled, <u>composted, or otherwise processed into useful substances in Palmerston North or Manawatū, or for which there are enterprises in Palmerston North or Manawatū involved in supplying the material to recyclers elsewhere, or which is given away or sold for reuse.</u>
Eligible property		means a property within the City that is on the collection route of any of the Council kerbside collection services as shown on the Council kerbside collection service area maps in Part 3 of the Administration Manual.
Green waste		means garden waste such as lawn clippings, weeds and tree prunings but does not include food or kitchen waste.
Hazardous waste		means waste containing substances defined in Section 2 of the Hazardous Substances and New Organisms Act 1996, which exceed the minimum degree of hazard specified by the Hazardous Substances (Classes 1 to 5 controls) Regulations 2001.
Household waste		means waste resulting from domestic housekeeping operations. It includes waste similar to domestic waste that the Council has agreed to take from retail premises, businesses and offices where the Council provides a kerbside collection service.
Licence		means a licence issued by the Council in accordance with this Bylaw.

Litter	means any refuse, rubbish, animal remains, building materials, glass, metal, garbage, debris, dirt, filth, rubble, ballast, stones, earth, or waste matter, or any other thing of a like nature, but does not include waste or diverted-divertible materials placed for collections through the Council kerbside collection service or for collection by a commercial waste collector.
Nuisance	has the meaning given in section 29 of the Health Act 1956 and includes anything obnoxious, offensive or injurious to the community or any member of it.
Occupier	means any person or company who occupies any land or building (including commercial premises) and, if the land or building is unoccupied, includes the owner or the owner's agent.
Offensive material	means: <ul style="list-style-type: none"> (a) any human or animal waste or human or animal remains; (b) any material that creates a foul odour; (c) any perishable waste such as vegetable or meat scraps; or (d) any prohibited waste.
Owner	is the person or company whose name is on the certificate of title for the premises.
Permit	means a permit issued by the Council in accordance with this Bylaw.
Person	includes a corporation sole, and also a body of persons, whether corporate or unincorporated.
Prohibited waste	means waste which has been prohibited for collection through the Council kerbside collection service. The types of prohibited waste are listed in Part 3 of the Administration Manual.

Property or Premises	means land or buildings which are separately occupied.
Public place	means an area that is open to or used by the public and that is under the control of the Palmerston North City Council, or one of its Council Controlled Organisations and includes a road (whether under the control of Council or otherwise).
Public litter bin	means a bin placed in a public place that is under the control of the Council into which litter (other than those items prohibited by clause 8 of the Bylaw) may be placed.
Public recycling bin	means a bin placed in a public place that is under the control of the Council into which glass, plastics, tins, cans, clean paper and cardboard may be placed.
Unsolicited mail	<p>means any printed material which is not addressed to a named person and includes any circular, leaflet, brochure, or flyer.</p> <p>For the avoidance of doubt 'named person' does not include 'the householder', 'the owner', 'the occupier', or similar phrases that do not use the intended recipient's given or family name.</p>
Waste	<p>means:</p> <ul style="list-style-type: none"> (a) Anything disposed of or discarded; (b) Includes a type of waste that is defined by its composition or source (for example organic waste, electronic waste or construction and demolition waste); (c) To avoid doubt, includes any component or element of diverted-divertible material if the component or element is disposed of or discarded; and (d) Litter.

Waste and diverted material facility	means any land and associated improvements used for the handling, storage, processing and/or disposal of waste, diverted divertible material or both by, or on behalf of the Council, and includes, but is not limited to, resource recovery parks, landfills and transfer stations.
Waste Management and Minimisation Plan	means the operative Waste Management and Minimisation Plan adopted by the Council under the Waste Minimisation Act 2008.

DRAFT FOR ADOPTION

PART TWO – COUNCIL WASTE AND DIVERTED MATERIAL SERVICES

6. COUNCIL KERBSIDE COLLECTION

- 6.1 The Council may identify kerbside collection areas within which the Council will provide to eligible properties a kerbside collection for household waste and ~~diverted-divertible~~ materials. The Council's kerbside collection areas are shown in Part 3 of the Administration Manual.
- 6.2 The kerbside collection of household waste and ~~diverted-divertible~~ materials from eligible properties are subject to the terms and conditions for the Council's kerbside collection service as contained in the Administration Manual. These terms and conditions must be complied with, including terms and conditions relating to the use of the Council berm for this service.
- 6.3 No commercial waste will be collected by the Council unless the Council has given prior written agreement and subject to such conditions as Council sees fit, including, but not limited to, collection times, collection fees, waste type, and the form, manner or position in which the commercial waste shall be placed for collection.

7. COUNCIL WASTE AND DIVERTED MATERIAL FACILITIES

- 7.1 The Council may provide facilities where users may deposit waste or ~~diverted-divertible~~ materials.
- 7.2 The use of such waste or diverted material facilities is subject to the terms and conditions for that facility contained in the Administration Manual.

8. PUBLIC RECYCLING BINS AND PUBLIC LITTER BINS

- 8.1 The Council may provide public litter bins or public recycling bins for collecting litter or the ~~diverted-divertible~~ materials identified by signs placed on the public recycling bins.
- 8.2 No person may deposit in any public litter bin any offensive matter (excluding domestic animal waste), household waste, or hazardous waste.
- 8.3 No person may deposit in any public litter bin any material which may be placed in a public recycling bin, if a public recycling bin is located in the same area.
- 8.4 No person may deposit in any public recycling bin any litter or any other material other than glass, plastics, tins, cans, clean paper or cardboard. The

correct type of bin must be used for the type of material being deposited, as designated on that bin.

- 8.5 No person may deposit into the public litter or recycling bins any waste or divertible material that is generated from residential, commercial or industrial premises, or which would ordinarily be put out for collection by either the Council kerbside collection service or a similar non-Council collection service.
- 8.6 No person may deposit or attempt to deposit any material into any public litter or recycling bin if the bin is full or if depositing any material is likely to cause the bin to overflow.
- 8.7 No person may remove anything from a public litter or recycling bin unless authorised to do so by the Council or unless it represents an immediate threat to the health and safety of any person.
- 8.8 No person may interfere with, damage, or destroy any public litter or recycling bin.

PART THREE - LICENSING OF WASTE AND DIVERTED MATERIAL TRANSPORTERS AND COLLECTORS

9. LICENSING OF WASTE AND DIVERTED MATERIAL COLLECTORS

- 9.1 Any person involved in the removal, collection, or transportation of more than ten (10) tonnes of ~~approved~~ waste or ~~diverted-divertible~~ material in any one twelve (12) month period within the City must have a commercial waste collector licence issued by the Council.
- 9.2 ~~The application form for a commercial waste collector licence, and the information required on that form, will be in the Administration Manual. An application for a commercial waste collector licence must be made in accordance with clause 17 of this Bylaw.~~
- 9.3 A commercial waste collector licence may be granted subject to conditions, including, but not limited to, the conditions listed in the Administration Manual.
- 9.4 When exercising its discretion to grant a licence and determining the conditions to be imposed in respect of it, the Council may take into account the following non-exhaustive list of factors:
- (a) The quantity and type of waste or ~~diverted-divertible~~ material to be removed, collected, transported, treated or disposed;
 - (b) The methods employed for the removal, collection, transportation, storage, treatment or disposal of waste or ~~diverted-divertible~~ material, including the identity of the waste and diverted material facility at which it is proposed that treatment or disposal will occur;
 - (c) The frequency and location of the waste or ~~diverted-divertible~~ material collection, removal, and transportation services;
 - (d) The specifications of the vehicles, equipment, and containers to be used for the collection, removal, transportation, treatment, or disposal of waste or ~~diverted-divertible~~ material;
 - (e) The applicant's experience, reputation and track record in the waste and diverted material industry, including any known past operational issues which may affect the applicant's performance, and any breaches of previous licence conditions;
 - (f) The terms and conditions under which such disposal of waste or ~~diverted-divertible~~ material is permitted and the existence of, or need

for, any statutory approvals, authorisations or consents required to be held or complied with in respect of such disposal.

- 9.5 A licensed collector must comply with all terms and conditions of the licence.
- 9.6 The Council may suspend or revoke a licence if the licence holder fails to comply with this Bylaw, any of the terms and obligations of the licence or acts in a manner which the Council reasonably considers is not suitable for a commercial waste collector.

DRAFT FOR ADOPTION

PART FOUR - WASTE CAUSING HAZARD OR NUISANCE

10. ACCUMULATED WASTE OR LITTER

- 10.1 No occupier of any land or building (or in the case of unoccupied land or buildings, the owner) may permit or allow any waste to accumulate or remain in or upon any building or land which is, in the opinion of an authorised officer, likely to be a nuisance, injurious to health, a fire risk, cause an offensive smell or is otherwise offensive, or be a source of litter or harbour vermin.
- 10.2 Where an occupier or owner is in breach of clause 10.1, an authorised officer may issue to the occupier or owner of the premises on which the waste or litter has accumulated a Notice of Removal. The notice must specify the manner and time by which the waste must be disposed of.
- 10.3 If the owners or occupiers of the property fail to comply with the notice, or where in the opinion of the authorised officer removal and disposal of the waste is urgent, then an authorised officer may remove the accumulated waste and recover the costs of the removal and disposal of the waste from the owners or occupiers.

11. BURIAL OF WASTE

- 11.1 No person shall bury any non-biodegradable waste of any kind without the appropriate consents from Manawatu-Wanganui Regional Council and Palmerston North City Council.
- 11.2 For the avoidance of doubt, a consent from Manawatu-Wanganui Regional Council may also be required before burying biodegradable waste.

12. INTERFERENCE WITH AND REMOVAL OF WASTE OR RECYCLABLES

- 12.1 The interference with or removal of waste or recyclables from any public place is prohibited by anyone other than either the Occupier or Owner of the property from which the waste or recyclables were generated, or a person authorised by that Owner or Occupier, or an Authorised Officer.

PART FIVE – CONSTRUCTION AND DEMOLITION WASTE

CONSTRUCTION AND DEMOLITION WASTE MANAGEMENT AND MINIMISATION PLANS

The Council may, following consultation in accordance with subpart 1 of part 6 of the Local Government Act 2002, make a resolution requiring any person applying for a building consent for building work over a specified estimated value to submit a construction and demolition waste management and minimisation plan to the Council for approval before that building work may begin.

Upon making a resolution under clause 13.1, the Council will record in the Administration Manual:

- (a) The specified estimated value that is identified in the resolution made under clause 0; and
- (b) The minimum information that a construction and demolition waste management and minimisation plan must contain; and
- (c) The requirements and responsibilities that the person submitting the construction and demolition waste management and minimisation plan for approval must meet while the building work is being carried out.

For the avoidance of doubt, no person is required by this clause to submit a construction and demolition waste management and minimisation plan until the Council has made a resolution under clause 0.

PART FIVE – UNSOLICITED MAIL

13. UNSOLICITED MAIL RESTRICTED

13.1 No person may deposit, cause, permit or authorise the deposit of any unsolicited mail:

- (a) in any letterbox which is clearly marked "no circulars", "no junk mail", "addressed mail only" or with words of similar effect, or around or near any such letterbox or associated vehicle accessway;
- (b) on any vehicle parked in a public place;
- (c) in a letterbox that is already full of mail and/or advertising materials.

14. EXCEPTIONS TO UNSOLICITED MAIL RESTRICTIONS

14.1 Clause 13 shall not apply to any:

- (a) material from any government department or agency, crown entity, local authority, material from a network utility relating to the maintenance, repair, servicing or administration of that network utility, political party or political candidate, charity, or community newsletter;
- (b) newspaper or community newspaper, unless the letterbox is clearly marked "no community newspapers" or with words of similar effect.

PART SIX – EVENTS

15. EVENTS WASTE MANAGEMENT AND MINIMISATION

- 15.1 All events held on Council land or with Council funding, and Council's major event venues, must comply with the terms and conditions for Events Waste Management and Minimisation contained in the Administration Manual.
- 15.2 The Council may require an event organiser to prepare an Events Waste Management and Minimisation Plan for the event and submit it to the Council for approval and adhere to that approved Events Waste Management and Minimisation Plan.
- 15.3 If the Council requires an event organiser to prepare an Events Waste Management and Minimisation Plan, then the Council will:
 - (a) Give the event organiser as much notice as possible but at least 20 working days' notice prior to the event being held of the need to prepare an Events Waste Management and Minimisation Plan; and
 - (b) Provide assistance and advice to the event organiser to develop the Events Waste Management and Minimisation Plan.
- 15.4 The Council reserves the right to monitor and assess any event for compliance with the requirements of this section, and the effectiveness of any waste minimisation plan at minimising the amount of waste generated at the event. The outcomes of that assessment may be considered when determining whether the event organiser is given permission to use Council land for that event, or whether Council funding is granted for that event, in the future.

PART SEVEN - ADMINISTRATION

16. ADMINISTRATION MANUAL AND DELEGATIONS

- 16.1 The Council has passed a resolution at the same time as making this Bylaw adopting the Administration Manual. The Administration Manual may from time to time be amended by resolution of the Council and all matters over which the Administration Manual defines, regulates, control or prohibits related to this Bylaw, are matters that this Bylaw leaves to be addressed by resolution of the Council under section 151(2) of the Local Government Act 2002.
- 16.2 Before amending the Administration Manual the Council will consult in accordance with the decision-making requirements of section 82 of the Local Government Act 2002.
- 16.3 The following people are authorised delegates under this Bylaw:
- (a) The Council by resolution;
 - (b) The Chief Executive of the Council;
 - (c) The person holding the office identified in Council's Delegations Manual as responsible for the administration of this Bylaw;
 - (d) Any other person authorised to exercise a power under this Bylaw, pursuant to the Council's Delegations Manual or resolution of the Council.
- 16.4 Authorised delegated persons may exercise any power, function or duty under this Bylaw, or carry out any act in order to achieve its effective administration, on behalf of the Council other than those expressly required to be by Council resolution including the following without limitation:
- (a) Specify ~~forms and~~ procedures for the effective administration of the bylaw;
 - (b) Make any decision or determination required in this Bylaw in order to administer it;
 - (c) Make decisions regarding whether or not a permit or licence should be granted, and the terms and conditions of that permit or licence including standard conditions and variations;
 - (d) Make decisions regarding suspension, withdrawal or removal of a permit or licence.
- 16.5 All ~~forms~~, specifications, conditions or methods for this Bylaw must be in writing and kept in the Administration Manual for this Bylaw called the

Waste Management and Minimisation Bylaw Administration Manual, and shall be available to the public.

- 16.6 Every exercise of a power of delegation under this clause must be publicly reported to Council at least annually, if not exercised by Council by resolution, provided that failure to report does not invalidate the exercise of the delegate's power.

17. PERMITS AND LICENCES

- 17.1 Where an activity under this Bylaw requires a permit or licence from the Council, the person seeking a permit or licence must:
- a) Complete the required application form;
 - b) Pay the applicable fees or charges;
 - c) Comply with any requirements set as conditions of that permit or licence.
- 17.2 A permit or licence may include, in addition to conditions incorporated by this Bylaw, conditions that the Council considers are necessary to manage the effects of the activity, achieve the objectives of this Bylaw and minimise the risk of nuisance.
- 17.3 For the avoidance of doubt and only in exceptional circumstances, the Council may grant a permit for an activity that would otherwise contravene this Bylaw.
- 17.4 A permit or licence is personal to the applicant and is not transferable.
- 17.5 An authorised officer may revoke or suspend any permit or licence issued under this Bylaw at any time, or suspend for such periods of time, on such terms and conditions as the authorised office may consider appropriate in the circumstances to protect public health and safety or to minimise nuisance.

18. FEES

- 18.1 The Council may charge a fee for receiving and processing an application for a licence or permit, and for issuing that licence or permit.
- 18.2 The Council may set fees payable for the use of services provided through this Bylaw (including the use of Council waste and diverted material services).
- 18.3 The Council must prescribe a fee for any permit or licence issued under this Bylaw in accordance with section 150 of the Local Government Act 2002.

PART EIGHT - ENFORCEMENT

19. NON-COMPLIANCE WITH TERMS AND CONDITIONS FOR COLLECTION OF WASTE AND ~~DIVERTED~~ DIVERTIBLE MATERIAL

- 19.1 Where an owner or occupier of an eligible property does not comply with clause 6 of the Bylaw then the Council may, in its discretion, choose not to collect the bag or choose not to empty material from the collection container. The Administration Manual contains the current policies of the Council that will inform the exercise of the Council's discretion.
- 19.2 The Council may choose to suspend a kerbside collection service to any premises as a result of a serious, repeated, or ongoing breach of clause 6 of the Bylaw. The service to the premises may be suspended until the owner or occupier of that premises satisfies the Council on reasonable grounds that the Bylaw will be complied with. The Administration Manual contains the current policies of the Council that will inform the exercise of the Council's discretion. The targeted rate charged by the Council for any kerbside collection service will continue to be payable for that premises while the service is suspended.
- 19.3 Notwithstanding anything in clause 19.1 or 19.2, the Council reserves the right to immediately refuse collection of any approved collection container where it contains, or where the Council has reasonable grounds to believe that it contains, any offensive material.

20. NON-COMPLIANCE WITH TERMS AND CONDITIONS FOR COUNCIL WASTE AND DIVERTED MATERIAL FACILITIES

- 20.1 Where a person does not comply with clause 7 of the Bylaw the Council may:
- (a) Refuse to accept any or all of the items intended to be deposited at that facility;
 - (b) Issue a trespass notice against that person to prevent them from using the facility;
 - (c) Suspend that person's use of any service provided by the Council at any or every waste collection service or facility.

21. NON-COMPLIANCE WITH CONDITIONS OF A LICENCE

- 21.1 Where a licence holder does not comply with the terms and conditions of the licence, the Council may take one or more of the following steps:
- (a) Issue a written warning to the licence holder, which may be considered as evidence of a prior breach of a licence condition during any subsequent review of the licence;

- (b) Review the licence, which may result in:
 - (i) amendment of the licence; or
 - (ii) suspension of the licence; or
 - (iii) withdrawal of the licence.
- (c) Have recourse to any performance bond or security where the Council has incurred any cost as a result of the breach of the licence condition, including where the Council has itself performed or arranged for the performance of any licensed activity on the default of the licence holder;
- (d) Review the amount and nature of the performance bond or security, which may result in:
 - (i) an increase of the amount of the performance bond or security;
 - (ii) a change to the nature of the security that has been provided.

22. BYLAW BREACHES

- 22.1 Notwithstanding clauses 18 to 20 (inclusive) of the Bylaw, a person who fails to comply with the Bylaw commits an offence under section 239 of the Local Government Act 2002 and is liable to a fine as specified in section 242 of the Local Government Act 2002.
- 22.2 A person who commits a breach of this Bylaw that is an offence under the Litter Act 1979, the Waste Minimisation Act 2008, or the Health Act 1956 is liable to a penalty under that Act.
- 22.3 The Council may issue infringement notices, in such forms and for such amounts as are authorised in any regulations made under section 259 of the Local Government Act 2002, the Litter Act 1979, the Waste Minimisation Act 2008, and the Health Act 1956.



PALMERSTON NORTH CITY

WASTE MANAGEMENT AND MINIMISATION BYLAW

2025

Administration Manual

PART 1 – INTRODUCTION

The purpose of this Administration Manual is to provide information complementary to the Waste Management and Minimisation Bylaw by bringing together those aspects which may otherwise be included in the Bylaw, but which are of a technical or administrative nature, or operational matters that are likely to be amended before the Bylaw is reviewed. This approach has been adopted to simplify the administration of the bylaw, allow for administrative and technical processes to be kept up to date, and assist in interpretation of the bylaw.

The Administration Manual is made under the bylaw and governs the implementation and operation of the bylaw. The Administration Manual is a public document and is available on the Council's website alongside the bylaws. A hard copy can be provided on request.

This Administration Manual will be updated from time to time, as necessary, to ensure that it is kept up to date and reflects current practice. Amendments to this document will be made by a resolution of Council.

PART 2 – STANDARD CONDITIONS FOR COUNCIL KERBSIDE COLLECTION AND WASTE AND DIVERTED MATERIALS FACILITIES

The following conditions apply to the Council kerbside collection service.

Conditions for Waste Collection (“rubbish bag collection”)

1. Only an approved collection bag may be used for waste. An approved collection bag is one that has the Council logo displayed on it, and is available to purchase from Council offices, or retail outlets within Palmerston North. The maximum acceptable weight for a single collection bag is 10 kilograms.
2. The approved collection bag must
 - a. be placed for collection ~~on the berm or verge~~ outside the property no later than 7.30am on collection day; and
 - b. be placed for collection on the berm or verge, or if there is no berm or verge, immediately adjacent to the kerb outside the property from which the bag originates and visible from the road; and
 - a-c. not impede pedestrian or vehicular traffic.
- ~~2. Where there is no berm or verge the approved collection bag must be placed immediately outside the property boundary facing the road, provided that doing so will not pose a hazard to vehicular or pedestrian traffic.~~
- ~~3. Where it is not safe or not practical to place the approved bag in accordance with condition 2 above, or to collect it from that place, the Council may require the approved collection bag to be placed in an alternative location specified by the Council.~~
- ~~3.4.~~ The property occupier remains responsible for any waste that may escape (for example, due to interference from animals) from the collection bag before it is collected.
- ~~4.5.~~ There are three categories of waste: approved, controlled and prohibited waste, defined in part three of the Administration Manual. No prohibited items may be placed in an approved collection bag.
- ~~5.6.~~ The Council may refuse to collect an approved collection bag if the above conditions are not met.
- ~~7.~~ In the event of non-collection of an approved collection bag, the occupier of the property must remove the collection bag from the berm or verge by 7.30pm on collection day.

2

Palmerston North Waste Management and Minimisation Bylaw 2025 - Administration Manual

8. Once an approved collection bag has been placed outside a property for collection, no person other than the occupier of the property from where the bag originated or an authorised officer may deposit anything into the bag or remove anything from it.

6-9. The Council reserves the right to determine the level of compliance with these terms and conditions that justifies the non-collection of an approved collection bag. In determining the level of compliance with these terms and conditions, the Council will have regard to the type and amount of prohibited materials in the approved collection bag.

Conditions for ~~Diverted~~ Divertible Material Collection ("wheelie bin and glass crate")

General

1. Only an approved collection container may be used for ~~diverted~~divertible materials. An approved collection container is one that has the Council logo, or both the Council logo and a Council-registered identifier on it.
2. Only approved ~~divertible~~diverted materials may be placed in the collection container. A table of approved ~~divertible~~diverted materials which may be placed in the approved collection container is included in Part 3 of the Administration Manual.
3. An approved collection container must not be filled or loaded such that the lid (if applicable) cannot be closed, or that the contents extend over the top edge of the container, or so that the contents cannot flow freely from the container.
4. Once it has been placed ~~on the berm or verge~~outside the property for collection, no person may deposit into, or remove anything from, an approved collection container other than the occupier of the property or an authorised officer.
5. The property occupier remains responsible for any materials that may escape from the approved collection container before it is collected.
6. The maximum acceptable weights for approved collection containers are as follows:
 - a. Glass (45 litre black plastic crate): 18 kilograms
 - b. Other ~~divertible~~diverted materials (black wheelie bin with orange lid): 100 kilograms for 240 litre wheelie bin; 40 kilograms for 80 litre wheelie bin.

Ownership

7. Approved collection containers ~~for approved diverted materials~~ are allocated to eligible properties and shall remain at the eligible properties at all times for use in the Council kerbside collection service. Additional approved collection containers may be supplied on request to the Council, subject to the payment of an additional annual fee, as set out in the Council's Schedule of Fees and Charges.
8. Approved collection containers are supplied by the Council direct to the property occupier. Where the occupier of the property is not the owner of the property, the owner must not withhold from the occupier the approved collection containers supplied by the Council.
9. The approved collection containers remain the property of the Council and must not be intentionally damaged, altered, or disposed of or used for any purpose other than the Council kerbside collection service. The owner of the property will be liable for any damaged or stolen approved collection containers allocated to the property. The Council reserves the right to recover from the owner of the property the cost of replacing or repairing any missing or damaged approved collection containers. the cost of any replacement or repairs necessary to reinstate the approved collection containers to their operable state.
10. The Council reserves the right to use measures, whether electronic or otherwise, to identify and locate approved collection containers.
11. The Council reserves the right to recover or repossess any approved collection container where that container is not used at the eligible property to which it has been allocated.

Placement

12. The approved collection container ~~must be:~~
 - a. must be placed ~~for collection on the berm or verge~~ outside the property no later than 7.30am on collection day; and
 - b. must be placed for collection on the berm or verge or, if there is no berm or verge, adjacent to the kerb, facing the roadway outside the property from which the container originates and be visible from the road, and
 - c. must not impede any pedestrian or vehicular traffic.
13. Where it is not safe or not practical to place the approved collection container in accordance with condition 12(b) above or to collect it from that place, the Council may require the approved collection container to be placed in an alternative location specified by the Council. there is no berm or verge the approved collection container must be placed

4

~~immediately outside the property boundary facing the road, provided that doing so will not pose a hazard to vehicular or pedestrian traffic.~~

~~The Council may require the approved collection container to be placed in an alternative location specified by the Council, where it is not safe or not practical to place the approved collection container in accordance with sections 12 or 13 above.~~

14. Collection containers should not be placed closer than 0.5m to another collection container or other permanent structure, or fixed or secured to any other container or structure.
15. No items should be placed on top of an approved collection container.

Timing

16. The approved collection container must be removed from the berm or verge before 7.30pm on collection day, and must be stored on the property to which it is ~~assigned~~allocated.

Nuisance

17. Where an approved collection container is causing an offensive odour, or is attracting vermin, the occupier is responsible for cleaning the container to remove the nuisance.

Refusal to collect

18. The Council may refuse to collect an approved collection container if the above conditions are not met. In the event of non-collection of an approved collection container the occupier of the property must remove the collection container from the berm or verge and store the container on the property to which it is assigned.
19. The Council reserves the right to determine the level of compliance with these terms and conditions that justifies non-collection of an approved collection container. In determining the level of compliance with these terms and conditions, the Council will have regard to the following factors:
 - a. The volume of non-approved materials in the approved collection container (for instance, a negligible amount of non-approved materials may not warrant non-collection).
 - b. The type of non-approved materials in the approved collection container (for instance, non-approved materials which can be readily identified and easily removed may not warrant non-collection).

- c. The condition of non-approved materials in the approved collection container (for instance non-approved materials which are generally clean or inoffensive may not warrant non-collection).

Conditions for use of Waste and Diverted Material Facilities (“transfer stations and recycling centres”)

1. All users of waste and diverted material facilities must comply with all instructions or directions provided by the site operator or site staff.
2. All users of waste and diverted materials facilities must comply with all health and safety signage.
3. All users of waste and diverted materials facilities must pay the appropriate fee (where applicable) before unloading and depositing items.
4. All items must be deposited into the appropriate container or area or as advised by staff and/or signs posted at each facility.
- 4.5. Only approved divertible material (see Table in Part 3 of this Administration Manual) or materials specifically listed on a sign at a diverted materials facility may be deposited at a diverted materials facility.

PART 3 – CLASSIFICATION OF WASTE AND DIVERTED-DIVERTIBLE MATERIAL

This Part is specific to Council's kerbside collection services and waste and diverted materials facilities.

Approved, controlled and prohibited waste

Approved waste

Any waste which is not controlled waste or prohibited waste is considered approved waste.

Controlled waste

The following items are considered controlled waste, provided they are contained so as to prevent injury, damage or loss, secured to avoid puncturing the collection bag, or contained to prevent nuisance including a smell nuisance (for instance, wrapped in paper):

- Broken glass, broken china, broken plastic, razor blade, knife, or any other material capable of causing injury;
- Any sharp object or material capable of puncturing the collection bag or material capable of being rendered so during collection;
- Any perishable waste, such as vegetable and meat scraps.

Prohibited waste

The following items are classified as prohibited waste:

- Approved divertible materials
 - Any explosive, flammable, infectious, radioactive, corrosive or toxic material, oxidant, or any other matter of any kind whatsoever that may endanger any person, animal or vehicle which may come into contact with the material at any time prior to, during or after disposal;
 - Liquids;
 - Hot ashes or other hot material;
 - Compressed-gas cylinders;
 - Asbestos-containing materials. (If you think that the material you are handling may contain asbestos please contact the Ministry of Business, Innovation and Employment. More information can be found on their website at <http://www.dol.govt.nz>);
- Hazardous waste;
- Lithium batteries.

7

Approved ~~diverted-divertible~~ materials ("Recycling")

The following table shows the approved ~~diverted-divertible~~ materials accepted at each of the waste and diverted materials facilities and in the Council kerbside collection service. A tick indicates that the material is accepted in the Council kerbside collection service or at the waste and diverted materials facilities (subject to any noted conditions). A cross indicates that the material is not accepted in the Council kerbside collection service or at the waste and diverted materials facilities. Materials in bold may incur a charge for disposing those items.

Materials	Council Kerbside Collection	Awapuni Resource Recovery Park	Ferguson Street Recycling Centre	Ashhurst Transfer Station
Glass bottles and jars that once contained food or beverage	√ ¹	√	√	√
Plastic bottles, trays and containers with Resin Identification Code (recycling symbol) numbered 1,2 and 5	√ ²	√	√	√
Steel tins and aluminium cans	√ ²	√	√	√
Clean paper and cardboard	√ ³	√	√	√
E-waste	X	X	√	X
Green waste	X	√ ⁴	X	√ ⁴
Compact Fluorescent Light Bulbs	X	X	√	X
Batteries	X	X	√	X
Liquid paperboard	X	X	√	X
Plant pots	X	X	√	X
Tyres	X	√	X	X
Polystyrene	X	X	√	X

Notes:

1. ~~Placed in the glass Glass~~ crate only. Washed with the lids off. ~~(the lids can go in the wheelie bin)~~. Maximum size of glass containers is 4 litres.
2. ~~Placed in the wheelie Wheelie~~ bin only. Washed with lids off. Maximum size of plastic containers is 4 litres.
3. ~~Placed in the wheelie Wheelie~~ bin only. Includes office paper, magazines, newspaper, egg cartons, cereal boxes, and envelopes.
4. Approved green waste excludes the following types of organic material: Sawdust, soil, stones and gravel, flax and bamboo, animal waste, ash, leather items, clothing, shoes or fabric, nappies, any organic material contaminated with chemicals known to compromise the quality of compost.

8

Prohibited ~~diverted-divertible~~ materials

Materials not listed as approved ~~divertible diverted~~ materials are prohibited ~~divertible diverted~~ materials. The following list indicates materials that are not able to be recycled at waste and diverted materials facilities and Council's kerbside collection service:

- Plastic wrap (e.g. Glad Wrap);
- Shopping and bread bags and other single-use plastic bags;
- Soft plastic bags and wrappers;
- Plastic containers identified with recycling symbol numbered 3, 4, 6 and 7;
- Aluminium foil;
- Drinking glasses;
- Organic waste (excluding green waste);
- Needles (some pharmacies may provide a safe bin for needles and other sharp medical instruments);
- Pesticides, oil or hazardous chemicals;
- Ceramics, crockery, porcelain and ovenware including Pyrex products;
- Mirrors, window glass or broken glass;
- Light bulbs (the Ferguson Street Recycling Centre accepts compact fluorescent bulbs);
- Bubble wrap;
- Hot and cold ashes;
- ~~Polystyrene (includes polystyrene meat and food trays);~~
- Tissues, serviettes, paper towels, toilet paper, wipes or similar items;
- Materials contaminated with food or human waste e.g. tissues and paper towels;
- Paint or paint containers;
- Batteries (the Ferguson Street Recycling Centre accepts batteries);
- Perspex;
- Construction and demolition waste;
- Electric cables, string, and rope;
- Gas bottles;
- Any liquid.
- All three-dimensional items smaller than 50mm at their widest point
- All two-dimensional items small than 100mm by 140mm
- Lids, caps and tops (excluding tethered lids)

9

- Aerosols
- Hazardous substance containers

DRAFT FOR ADOPTION

The following maps show the coverage of the Council's kerbside collection service.

Each map identifies the areas to which the stated collection day applies. Those properties within the highlighted area are eligible for the Council kerbside collection service on the day stated on that map.

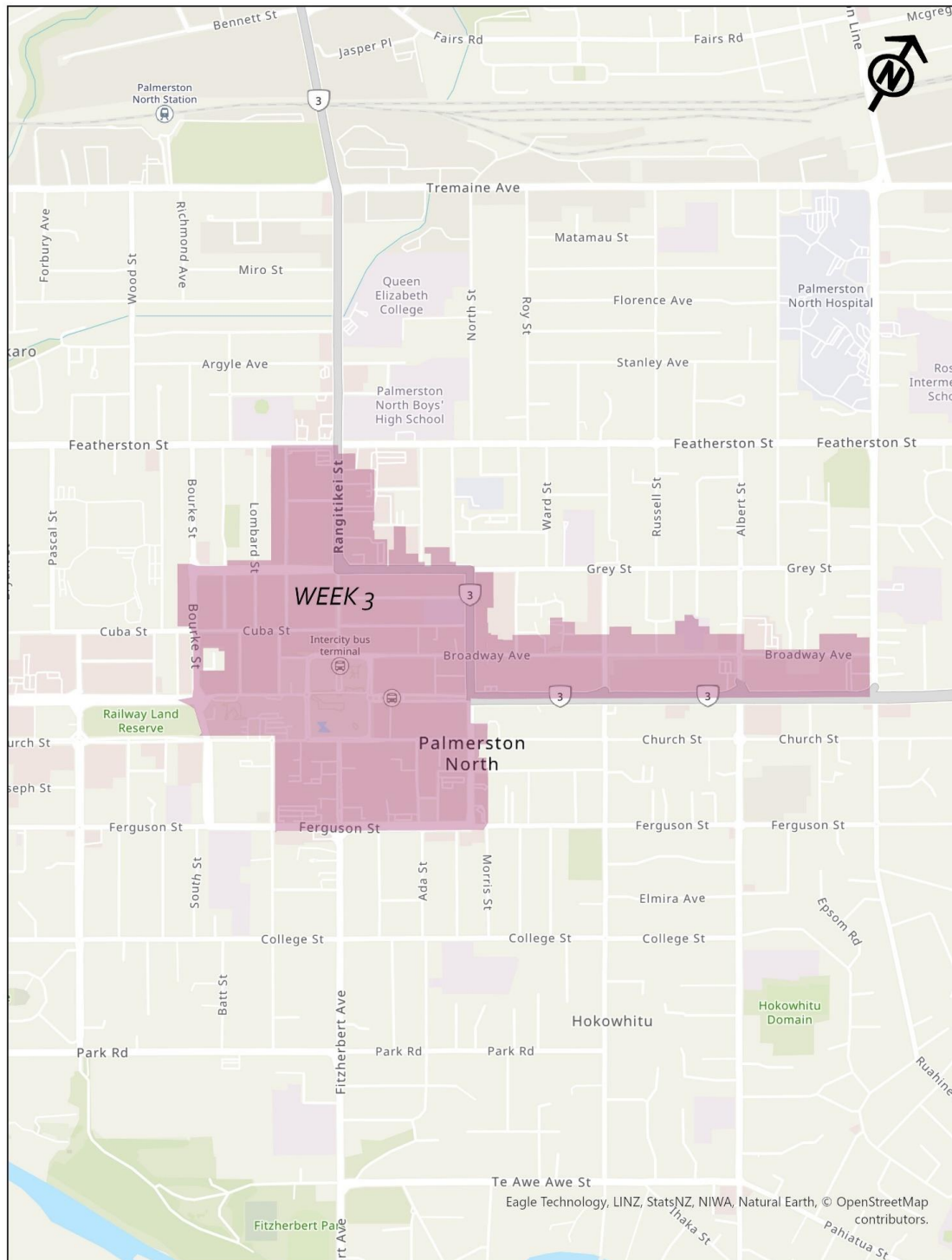
Council operates an alternating collection service for recycling. Each year Council publishes a "Week 1" and "Week 2" calendar that identifies for each week of that year whether the kerbside service is collecting either the "wheelie bin" or the "glass crate". Where the maps in this section indicate an area as "Week 1" or "Week 2", this identifies which week applies to that area.

Some areas are eligible for a kerbside waste collection only. These areas are shown in grey on the following maps.

DRAFT FOR ADOPTION



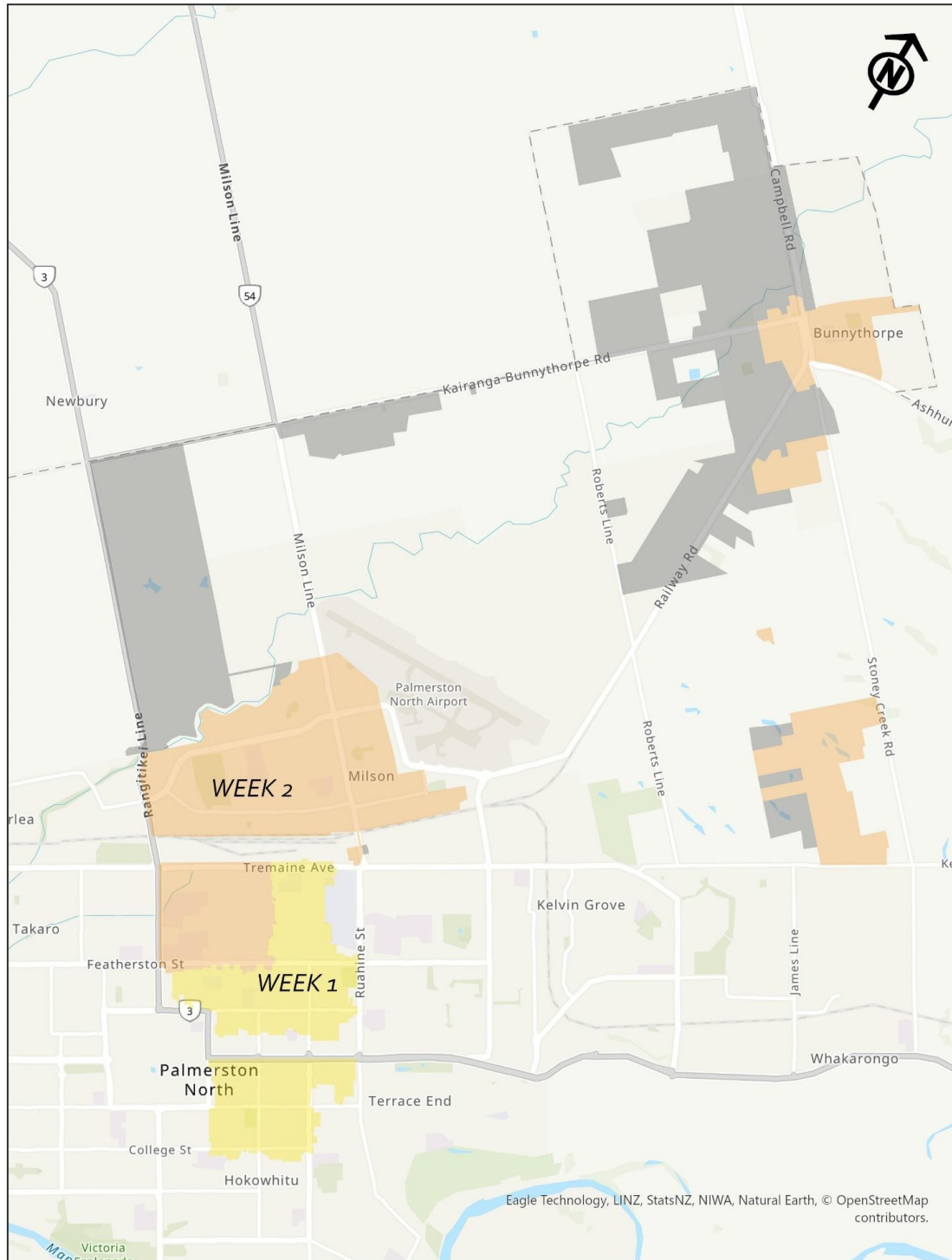
Council Kerbside Collection Service Area Monday

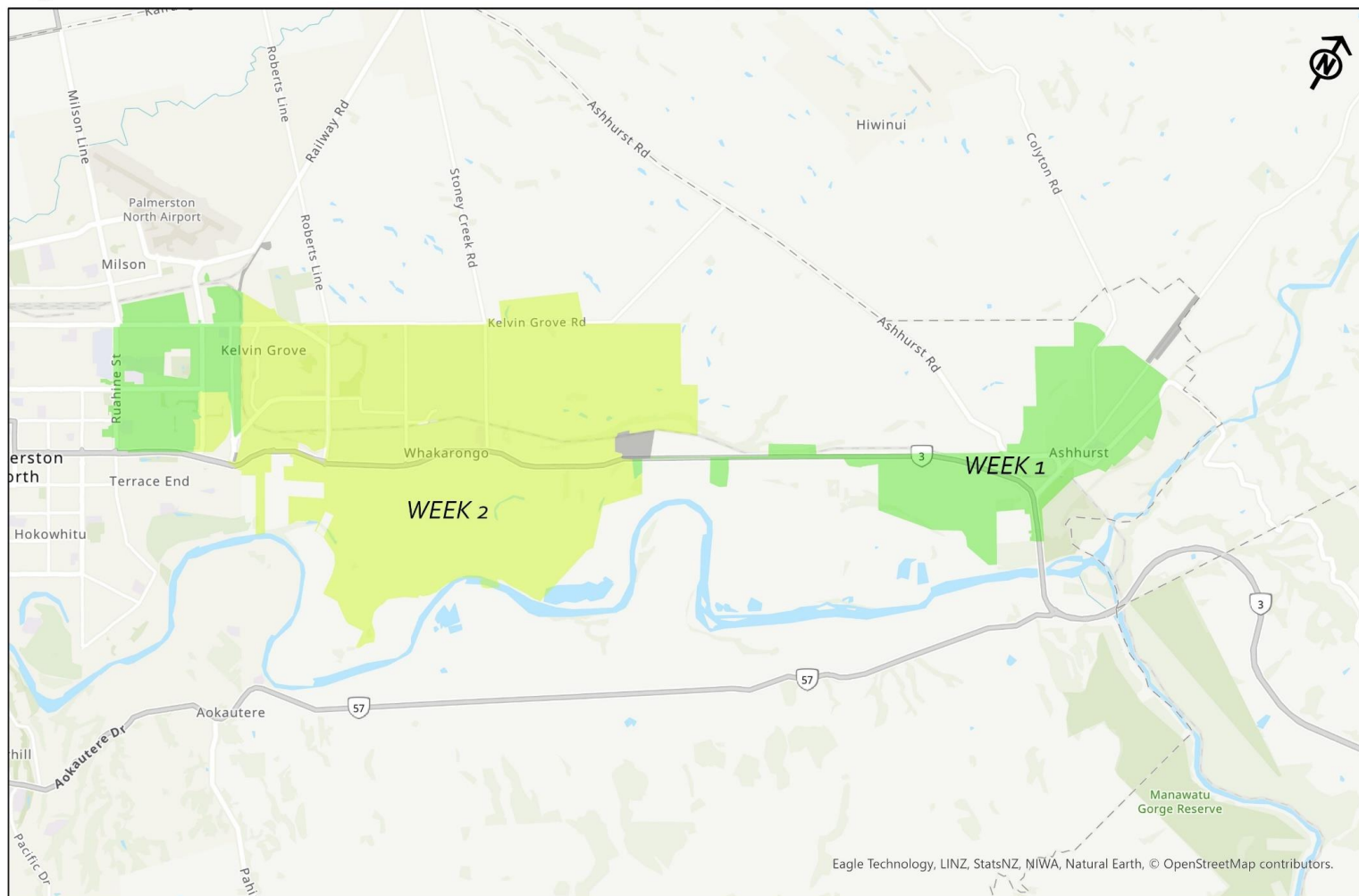


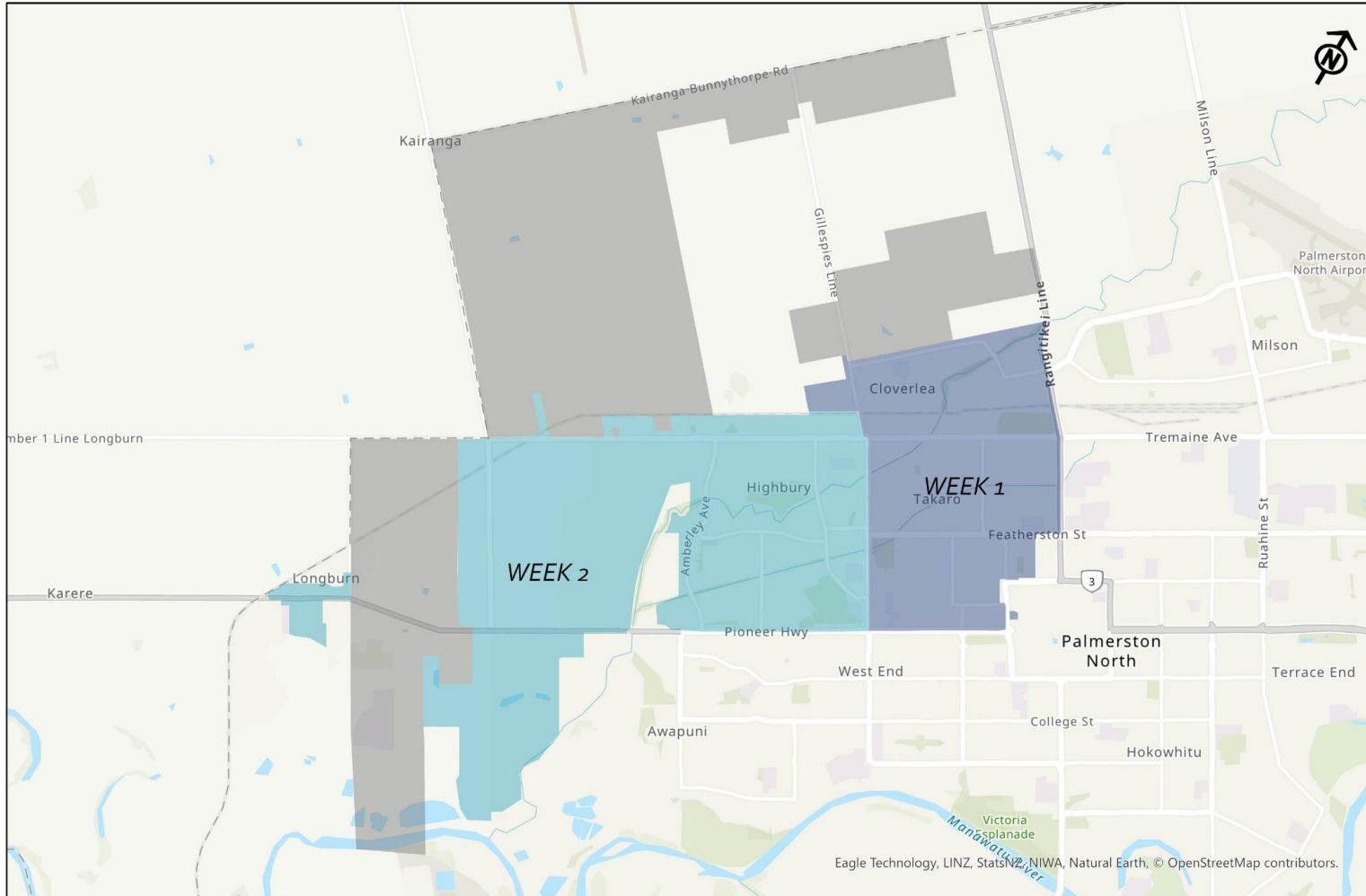
Palmerston North Waste Management and Minimisation Bylaw 2025 - Administration Manual

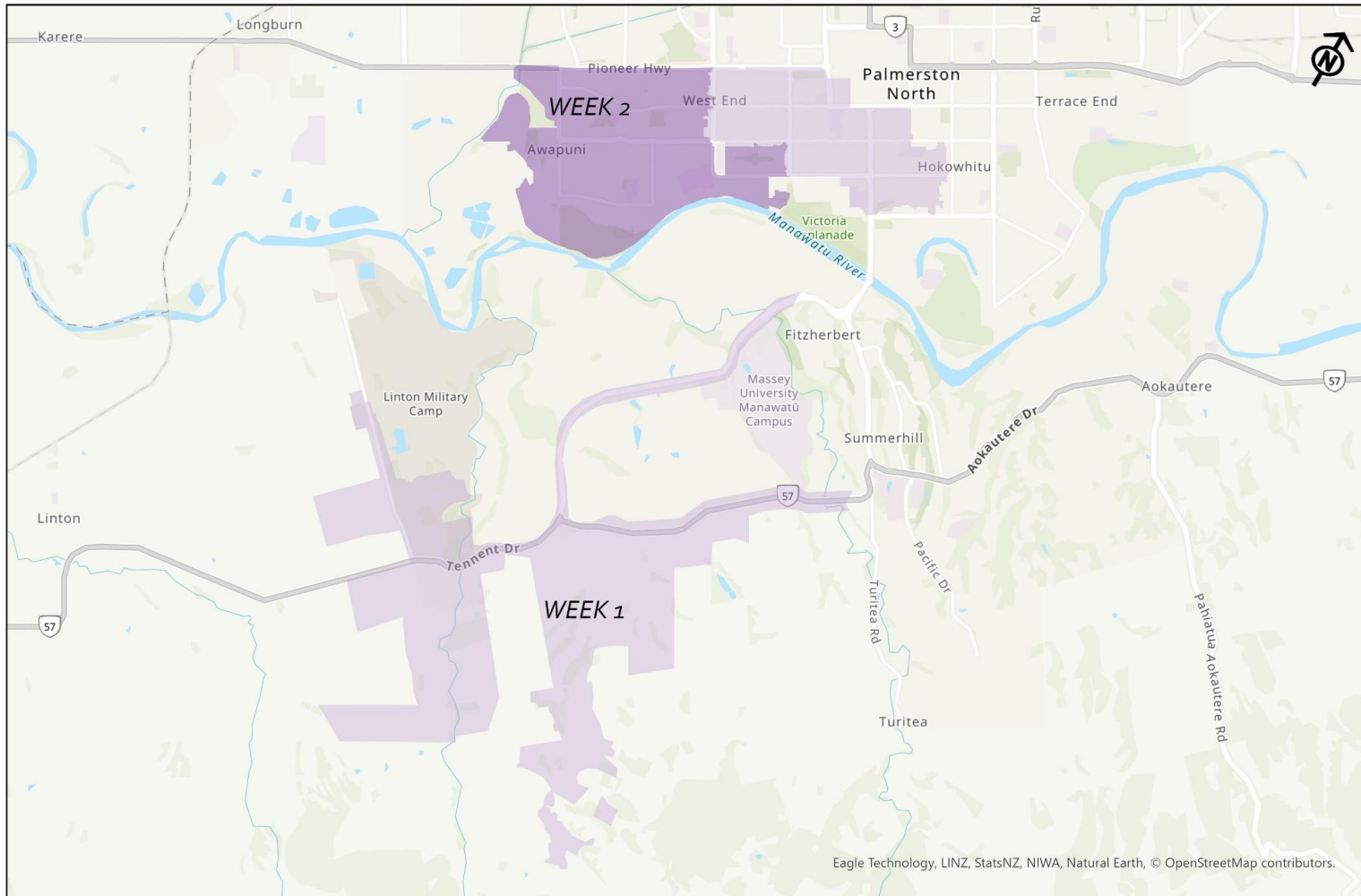


Council Kerbside Collection Service Area Monday



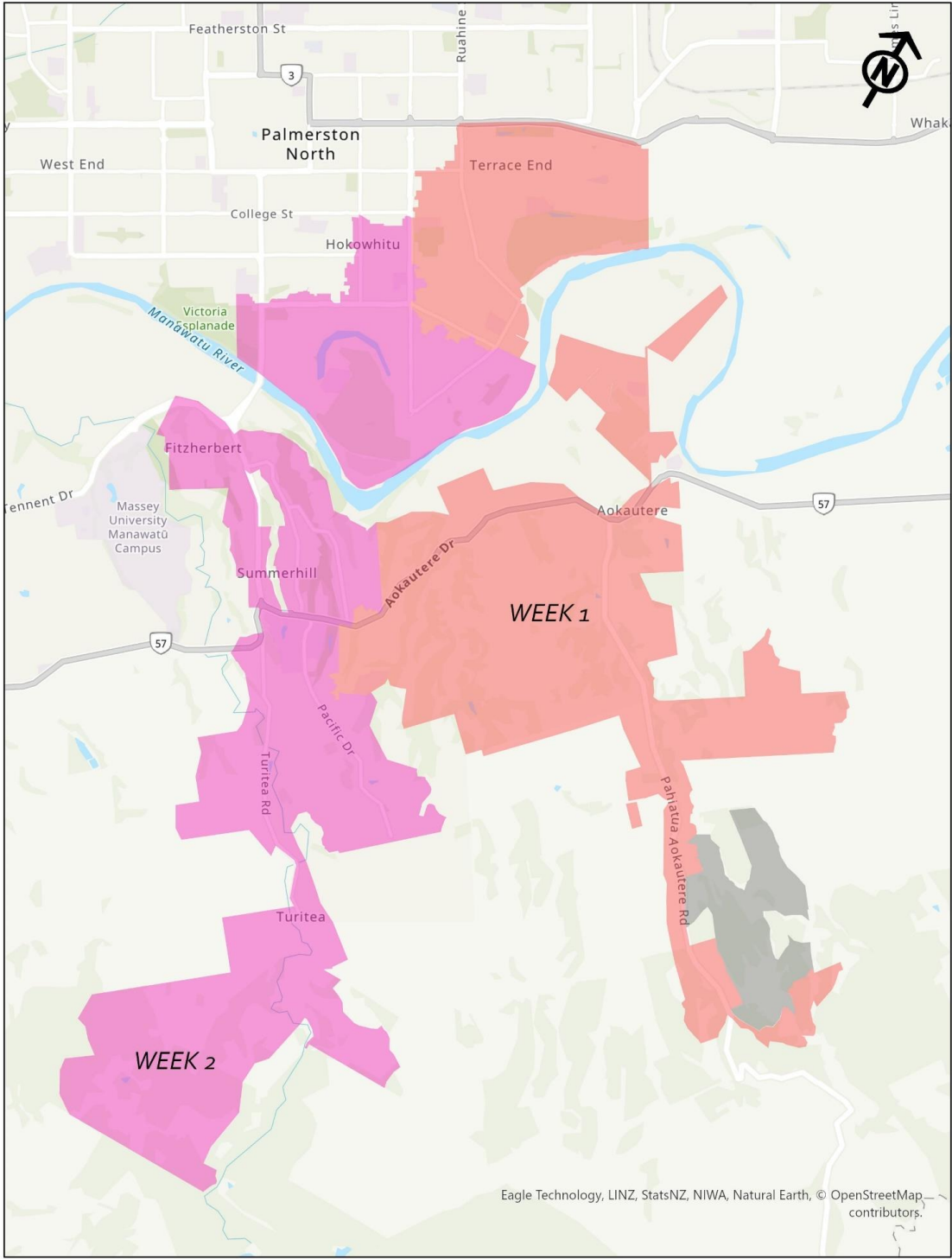








Council Kerbside Collection Service Area
Friday

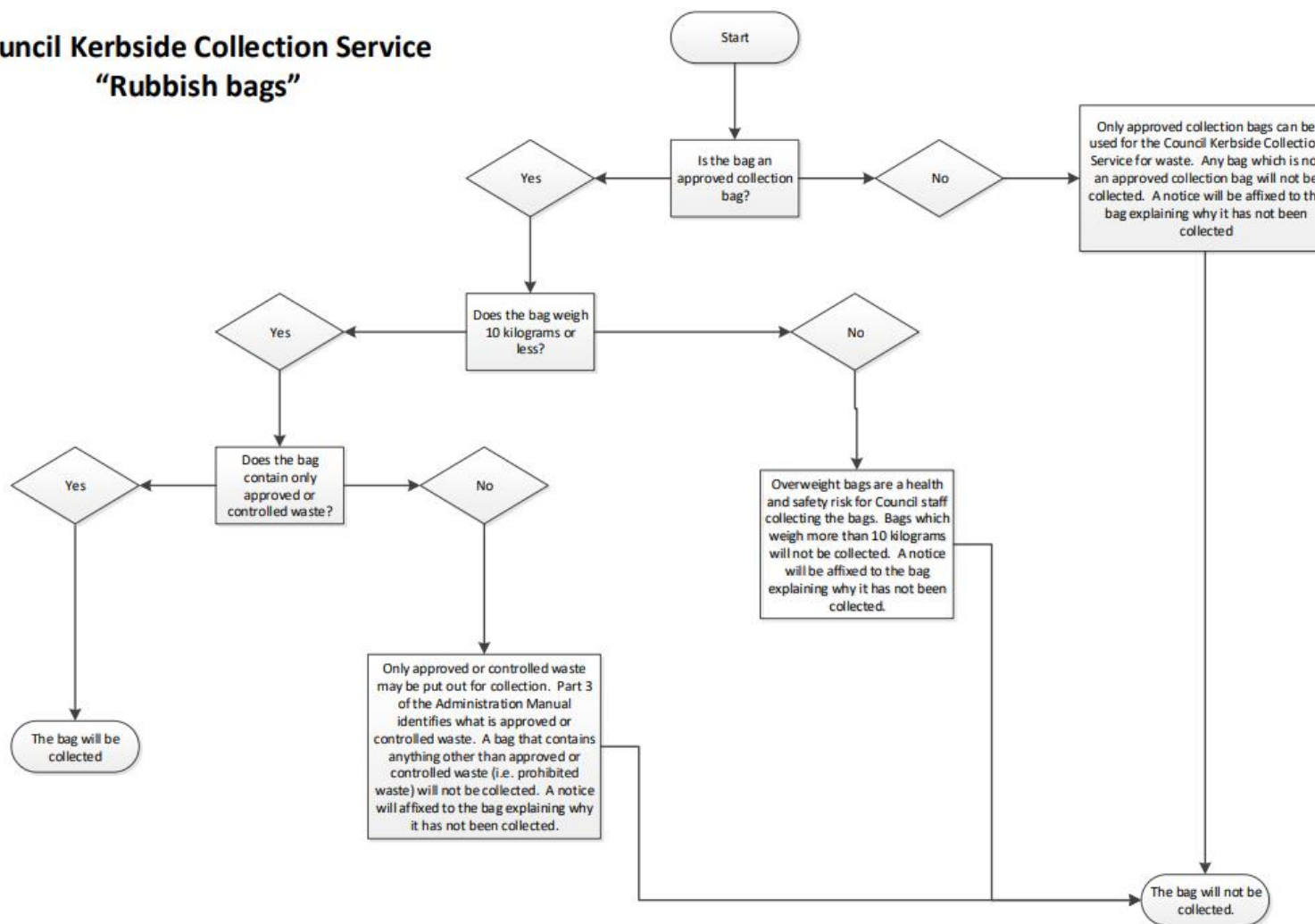


**PART 4 – POLICY FLOWCHART FOR COUNCIL
KERBSIDE COLLECTION SERVICE ENFORCEMENT**

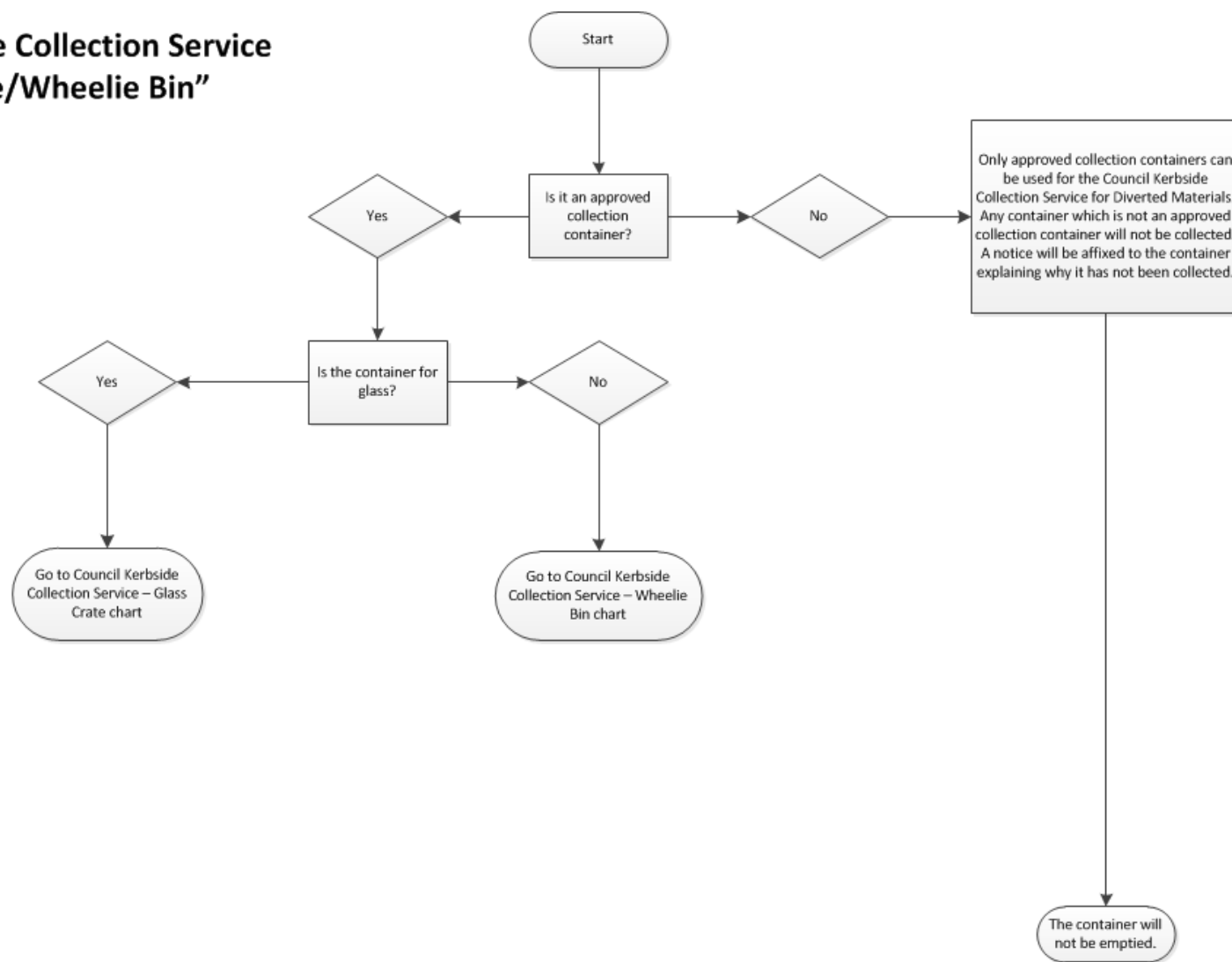
The following flowcharts describe how Council staff will determine compliance with the terms and conditions for the Council kerbside collection service, and what action should be taken in the event of non-compliance.

DRAFT FOR ADOPTION

Council Kerbside Collection Service "Rubbish bags"

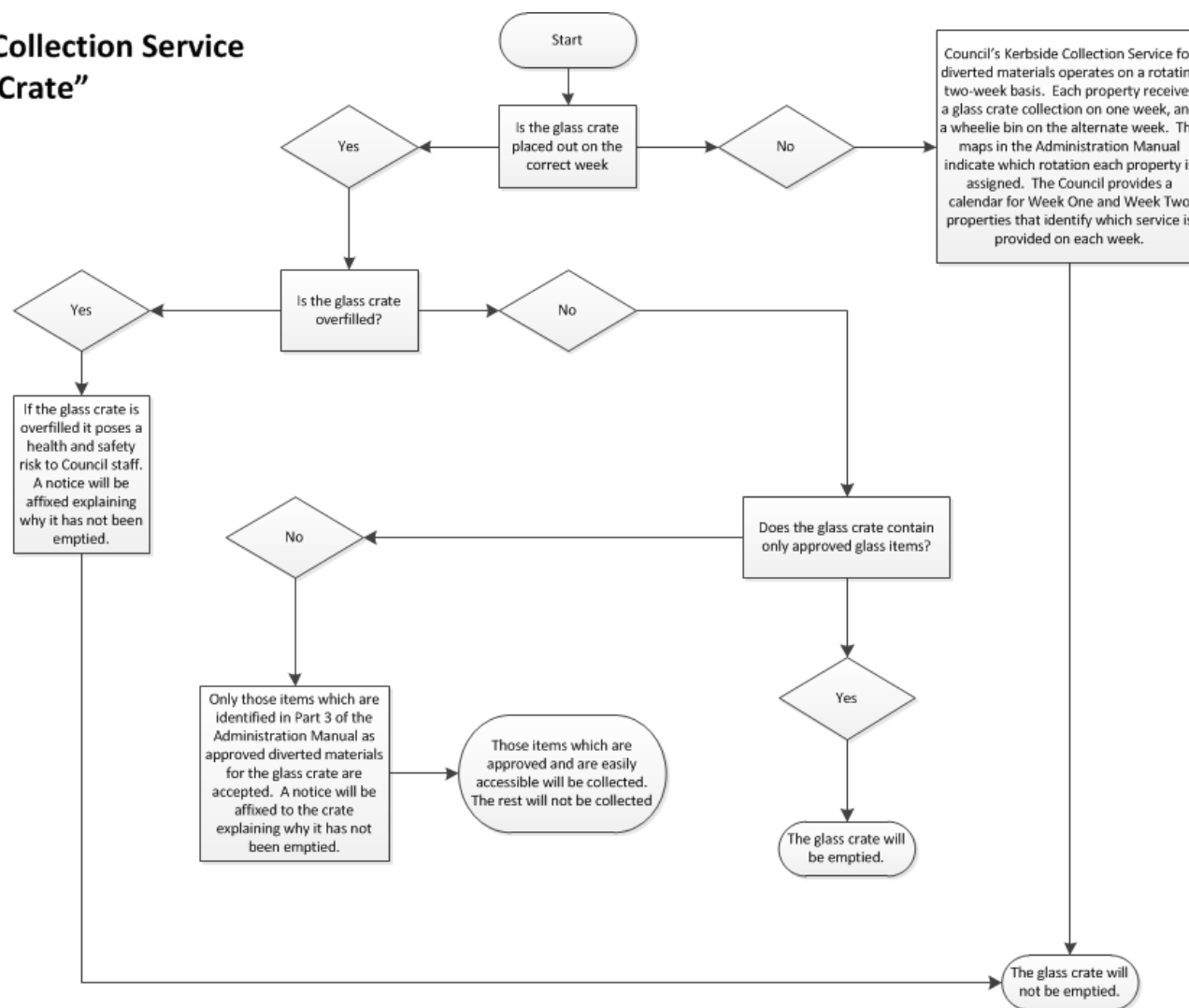


Council Kerbside Collection Service "Glass Crate/Wheelie Bin"

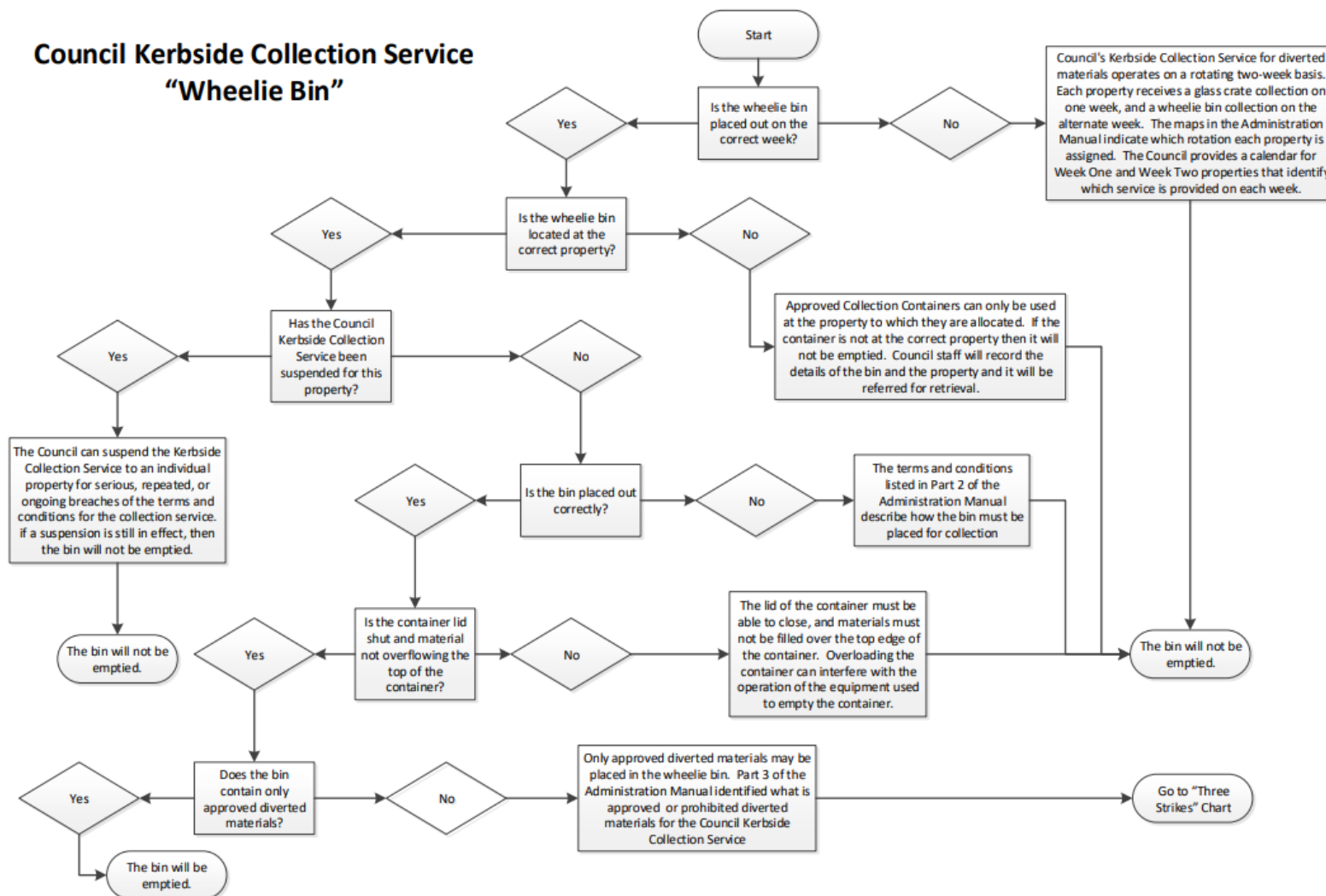


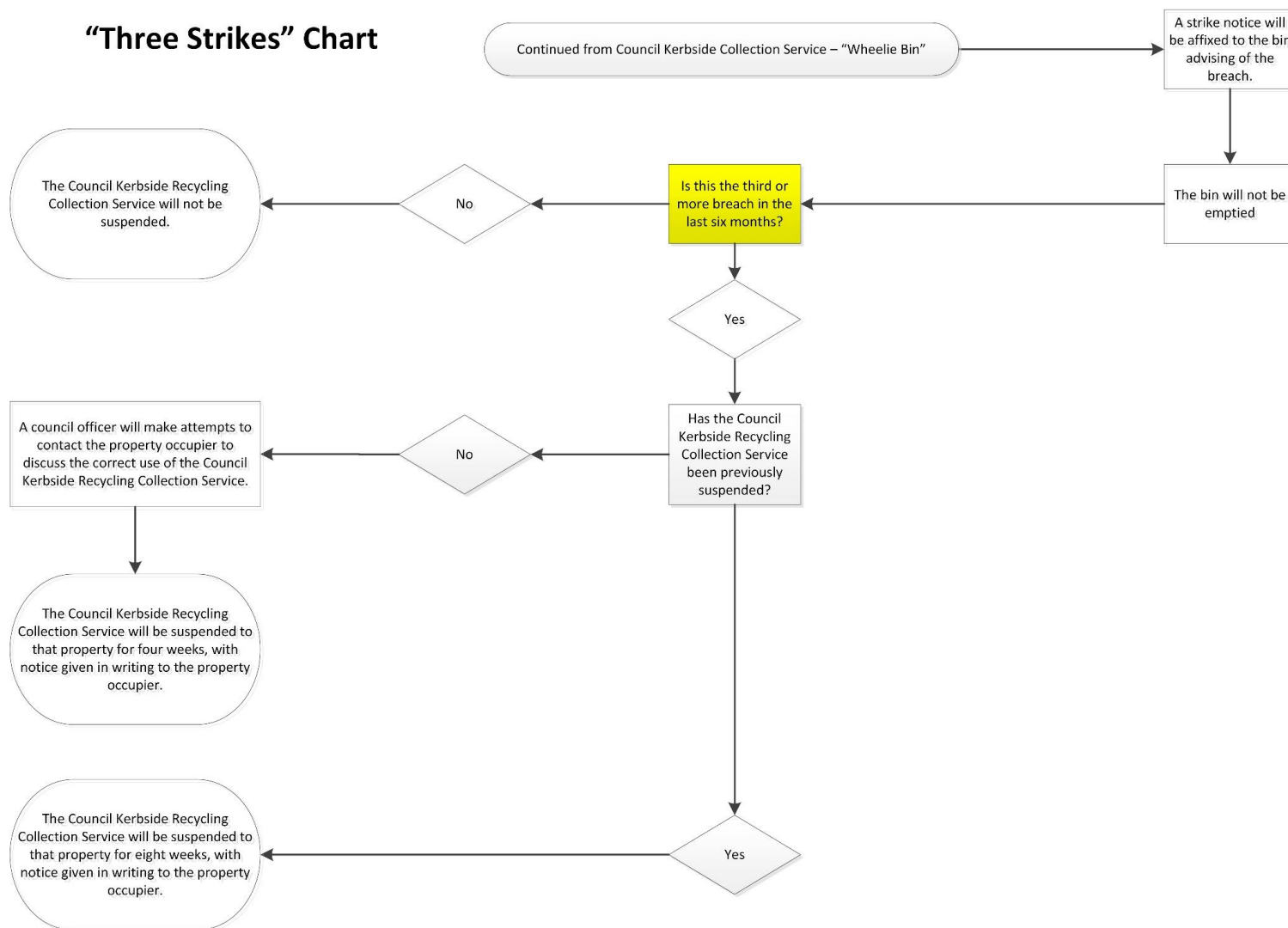
20

Council Kerbside Collection Service "Glass Crate"



Council Kerbside Collection Service "Wheelie Bin"





PART 5 – COMMERCIAL WASTE COLLECTOR LICENCE – TERMS AND CONDITIONS

A commercial waste collector licence is subject to the following conditions:

Scope of licence

1. The licence commences on the date it has been signed by the Licensee and the Council. The duration of the licence will be stipulated in the Licence.
2. Only waste or ~~divertible diverted~~ materials of the type identified on the licence may be collected by the licence holder.

Reporting and auditing

- ~~3. The licence holder must keep accurate records and data relating to the waste and divertible materials they have collected, and provide this information to the Council in the form specified by the Council and at the times determined by the Council.~~
- ~~3. The licence holder must provide to the Council a monthly report on its waste and diverted material collection activities for the month prior no later than the 20th day of the month following the period reported on.~~
4. The records and data relating to waste and divertible materials collected by the licence holder include: ~~information in the report must include the following details:~~
 - ~~a. The quantities of waste (broken down by waste type as determined by the Council)~~
 - ~~b. The source collection type of the waste (as determined by the Council)~~
 - ~~c. The waste management facilities where the waste is processed at or disposed of;~~
 - ~~d. Any weighbridge receipts;~~
 - ~~e. Any gate records for waste tonnage~~
 - ~~a. The amount (by weight in tonnes) of waste and diverted materials collected by the licence holder; and~~
 - ~~b. A breakdown of the waste and diverted materials by type of material; and~~
 - ~~c. Where the waste and diverted materials were deposited.~~
5. The Council reserves the right to audit the ~~reports information~~ provided by the licence holder. For audit purposes, the licence holder will be required to grant Council or its designated contractor access to records and data information reasonably necessary to validate the ~~reports information~~ provided in accordance with the terms and conditions of the licence.

Confidentiality

6. The Council will take all reasonable steps to keep commercially sensitive information confidential, for example by aggregating and/or anonymising such information for reporting purposes.
7. Commercially sensitive ~~material information, records and data~~ received from the commercial waste collector licence holder that the licence holder wishes to keep confidential must be stamped “commercially sensitive” by the licence holder and

will be received by the Council on that basis under the Local Government and Official Information and Meetings Act 1987 and held subject to that Act.

Bond

8. The licensee may be required to lodge a bond with the Council, as security against costs that may be incurred by the Council in the event of non-compliance with the licence.

Liability and indemnity

9. The Council is not responsible or liable in any way whatsoever in respect of the actions of the licensee or the compliance or otherwise of the licensee with the terms of this licence.

Compliance with standards

10. The licensee must comply with any standards set by the Council as detailed in the licence, including (but not limited to):

- a. Requirements for approved collection containers (such type of container, weight, size and capacity, and the types of material that are appropriate for collection in that container); and
- b. Requirements relating to permitted days on or times in which the waste or divertible materials can be collected.

- 9.11. The licensee must comply with applicable laws, bylaws, regulations and Council's standards and policies, including the Council's Waste Management and Minimisation Plan.

- 10.12. The Council may require that the licensee has a Traffic Management Plan in place.

- 11.13. If a licensee does not comply with the licence, the Council may:

- a. Issue a written warning to the licensee, which may be considered as evidence of a prior breach of a licence condition during any subsequent review of the licence;
- b. Review the licence, which may result in
 - i. amendment of the licence; or
 - ii. suspension of the licence; or
 - iii. termination of the licence;
- c. Have recourse to any bond where the Council has incurred any cost as a result of the breach of the licence condition, including where the Council has itself performed or arranged for the performance of any licensed activity on the default of the licensee;
- d. Review the amount and nature of the bond, which may result in:
 - i. an increase of the amount of the bond;
 - ii. a change to the nature of the bond that has been provided;
- e. Enforce any offence that may have been committed under the Litter Act 1979;

- f. Enforce any breach of the Bylaw, as provided for in the Health Act 1956, the Local Government Act 2002 and the Waste Minimisation Act 2008.

Termination of licence

~~42.14.~~ The licensee may terminate the licence by giving two months' notice in writing, or at a shorter notice by agreement with the Council.

~~43.15.~~ The Council may terminate the licence:

- a. With one months' notice in writing, where the terms and conditions of the licence have not been met by the licensee;
- b. Immediately, without written notice, where the terms and conditions of the licence have not been met by the licensee and the breach of the terms and conditions poses a risk to the health and safety of any person or damage to Council property, or where the licensee breaches the Bylaw.

DRAFT FOR ADOPTION

MEMORANDUM

TO: Council

MEETING DATE: 3 December 2025

TITLE: Appointment of Council Representatives to External Bodies

PRESENTED BY: Sarah Claridge, Governance Advisor

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION TO COUNCIL

1. That Council approve the Mayor's recommendations for the appointment of Council representatives to external bodies (Attachment 1).
 2. That Council approve the amended Terms of Reference (Attachment 2) for the Steering Groups for the 2025-28 Council term.
 3. That Council approve the Terms of Reference for the International Partnership Steering Group (Attachment 3).
 4. That Council note it will reconsider a housing steering group alongside the committee structure review.
 5. That Council note it will not appoint council representative(s) to the following bodies for the 2025-28 term.
 - Age Friendly Palmerston North
 - Hoffman Kiln Trust
 - Manawatū Lesbian and Gay Rights Association (MALGRA)
 - Manawatū People's Radio
-

1. ISSUE

- 1.1 At the beginning of each Council term, on the recommendation of the Mayor, Council appoints elected members to represent Council on different bodies.
- 1.2 These bodies can include:
 - community groups or trusts
 - project steering groups
 - selection panels
 - reference groups and
 - regional representation.

- 1.3 Attachment 1 contains the Mayor's nominated elected member(s) for each body for the 2025-28 triennium.

2. BACKGROUND

- 2.1 In order for Council to maintain effective partnerships with a number of organisations, representatives of council, usually elected members, sit on various committees and forums of external and internal bodies. Representation on these bodies enables the sharing of information and effective collaboration between the body and Council to occur.
- 2.2 The Council's [Appointment of Directors and Trustees Policy](#)³ outlines the term of appointment, remuneration and process of appointment to external bodies. Appointments are for the council term though members can resign from a role if necessary. Council representatives receive no additional remuneration for this work, though expenses might be available for attendance of events as detailed in the Expenses & Allowances Policy 2022.
- 2.3 The workload of Council representatives varies between bodies with some expecting monthly attendance at meetings or community events and others meeting less frequently.
- 2.4 All Elected Members expressed their interest to represent Council on the various groups to the Mayor, who subsequently collated these expressions of interest and nominated councillor(s) to fill each vacancy (Attachment 1).
- 2.5 As noted in Attachment 1, substitute or support councillors have also been nominated to many bodies. The role of the substitute will be to attend a body's meeting when the appointed councillor is unable to, and to allow for more than one point of contact for the organisation through to Council. There is no expectation that both councillors attend every meeting.
- 2.6 In some cases, when the appointment is to a trust board or a community group with restricted membership, the substitute option is prohibited by the trust deed/constitution. For these bodies, observer status has been allocated to additional councillors who are interested in supporting these groups.

3. REVIEW OF COUNCIL REPRESENTATION

- 3.1 In order to keep the list up to date, the Mayor has reviewed on which bodies Council should be represented. He recommends that Council representation is not currently necessary on the following bodies:
- Age Friendly Palmerston North

³ Part 2.1 – Page 11

- Hoffman Kiln Trust
- Manawatū Lesbian and Gay Rights Association (MALGRA)
- Manawatū People's Radio Station

In some instances these groups now have representatives on Council-led Reference Groups, so have a clear line of communication with Council. Elected Members will continue to attend events, AGMs etc on invitation and groups may also present to committee.

4. STEERING GROUPS TERMS OF REFERENCE

- 4.1 Steering Groups are groups formed by Council to oversee a project and provide guidance (as defined in their terms of reference). They usually meet at key stages during the course of a project and oversee timeframes and alignment with strategic direction. They generally consist of Elected Members, Council staff and external stakeholders.
- 4.2 The Terms of Reference (as amended) for the Council Steering Groups are attached (Attachment 2 and 3).
- 4.3 Steering Groups are usually bound (via their terms of reference) to a term of Council to allow for reconsideration in each new term.
- 4.4 The Palmerston North City Housing Steering Group which met last term is not currently needed, but will be reconsidered alongside the committee structure review, part-way through the term. The terms of reference of each of the other groups have been amended for currency.
- 4.5 The Mayor has recommended the creation of a new steering group to oversee delivery of the International Relations and Education Annual Plan. The International Partnership Steering Group will encourage collaboration between Palmerston North City Council and local education providers, cultural groups and businesses; strengthen the City's partnerships with international cities; and encourage participations in the exchange of technology, knowledge and cultural understanding.
- 4.6 The proposed Steering Groups are:
 - Arena Masterplan Steering Group
 - Central City Transformation Steering Group
 - Civic and Cultural Masterplan Steering Group
 - Nature Calls – Adaptive Management Steering Group

- Te Motu o Poutoa Design Working Party
- Palmerston City Future Development Strategy Joint Steering Group (with Horizons Regional Council)
- International Partnership Steering Group

Council is asked to approve (as amended, where relevant) the terms of reference for each of the steering groups.

5. REFERENCE GROUPS

- 5.1 Council has four Reference Groups (Disability, Heritage Advisory, Pasifika and Seniors) who provide feedback to officers on draft council project, and act as a conduit between council and the community. Reference Groups meet monthly, each has two members appointed to it - a councillor liaison and a support councillor who can attend meeting when the liaison councillor is not available.
- 5.2 Each reference group is facilitated by a council officer. Their Terms of Reference are currently being reviewed and will be presented for approval in the new year.

6. NEXT STEPS




- 6.1 Officers will inform the various bodies of their newly appointed Council representative(s) and inform the groups who will no longer have Council representation.
- 6.2 Officers will advertise the two community vacancies on the Performing Arts Trust, and the Jaycee Travelling Fellowship and will report back to Council in early 2026.
- 6.3 Appointments to the Food HQ Board (Director position) and to the new Water Services CCO Shareholding Committee will be made in early 2026.

7. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No

The recommendations contribute to: All Goals	
The recommendations contribute to this plan: 14. Mahere mana urungi, kirirarautanga hihiri 14. Governance and Active Citizenship Plan The objective is: Provide clear and accessible information and opportunities for community input into council decisions.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Appointment to external bodies builds effective partnerships and encourages greater collaboration and communication between council and community groups.

ATTACHMENTS

1. Appointments to External Bodies 2025-28 [↓](#) 
2. Reviewed Steering Groups - Terms of Reference [↓](#) 
3. International Partnership Steering Group - Terms of Reference [↓](#) 

Organisation	Type of Org.	No of Council Reps	Required to be an elected Member	Elected Member Appointee(s)	Non-Councillor Appointee	Other Members
Palmerston North Performing Arts Trust	CCO - exempt	Mayor	Yes Mayor	Mayor Grant Smith	2 vacancies	
ANZAC Day and Armistice Day Organising Committee (PNAADOC)	Community Trust/ Group	1	1	Cr Mark Arnott substitute Mayor Grant Smith		Externals
Caccia Birch Commuity Trust	Community Trust/ Group	1	No	Cr Orphee Mickalad Cr Kaydee Zabelin (observer)		Trustees
Community Arts Palmerston North (Square Edge)	Community Trust/ Group	1	No	Cr Kaydee Zabelin substitute Cr Debi Marshall Lobb		N/A
Manawatu Community Athletics Track Advisory; Football turf and Hockey Turf Steering Group(s)	Community Trust/ Group	1	Yes	Cr Billy Meehan substitute Cr Mark Arnott		PNCC Staff
Manawatu Multicultural Centre Inc	Community Trust/ Group	1	Yes - Mayor	Cr Lorna Johnson substitute Cr Orphee Mickalad		N/A
Mayor's Taskforce for Jobs	Community Trust/ Group	1		Cr Billy Meehan substitute Mayor Grant Smith		N/A
PN Defence Heritage Advisory Group	Community Trust/ Group	1	No	Cr Mark Arnott substitute Mayor Grant Smith		N/A
PN Neighbourhood Support Group	Community Trust/ Group	1	No	Cr Kaydee Zabelin substitute Cr Billy Meehan		N/A
Safety Advisory Board	Community Trust/ Group	1	Yes	Cr Vaughan Dennison (chair) Cr Bonnie Kuru (observer) Cr Billy Meehan (observer) Cr Kaydee Zabelin (observer)		N/A
Te Pū Harakeke - Community Collective Manawatū	Community Trust/ Group	1	No	Cr Lorna Johnson substitute Cr Lew Findlay		N/A

Organisation	Type of Org.	No of Council Reps	Required to be an elected Member	Elected Member Appointee(s)	Non-Councillor Appointee	Other Members
Victoria Esplanade User Group	Community Trust/ Group	2	Yes	Cr Billy Meehan (lead) Cr Leonie Hapeta		Community Reps PNCC Staff
Wildbase Recovery Community Trust	Community Trust/ Group	1	No	Cr Rachel Bowen Cr William Wood (observer)		Reps from Massey Univerisity
Arena Masterplan Steering Group	Project Steering Group	Mayor + 5	Yes	Mayor Grant Smith (chair) Cr Mark Arnott, Cr Vaughan Dennison Cr Leonie Hapeta Cr Billy Meehan Cr William Wood		(PNCC Staff)
Central City Transformation (Streets for People) Steering Group	Project Steering Group	5	Yes	Cr Leonie Hapeta (chair) Mayor Grant Smith Cr Vaughan Dennison Cr Debi Marshall Lobb Cr William Wood		(PNCC staff)
Civic and Cultural Masterplan Steering Group	Project Steering Group	NEW 6	NEW	Cr Rachel Bowen (chair) Mayor Grant Smith Cr Mark Arnott Cr Lorna Johnson Cr Leonie Hapeta Cr William Wood		(PNCC staff)
Nature Calls - Adaptive Management Steering Group	Project Steering Group	New 6	New	Mayor Grant Smith (chair) Cr Brent Barrett Cr Vaughan Dennison Cr Leonie Hapeta Cr Debi Marshall-Lobb Cr Kaydee Zabelin		(PNCC staff)
NEW - International Partnership Steering Group	Project Steering Group	4		Cr Debi Marshall- Lobb (lead) Mayor Grant Smith Cr Vaughan Denison Cr William Wood		Externals PNCC Staff
Te Motu o Poutoa Project Group	Project Steering Group	NEW 4	Yes	Mayor Grant Smith (lead) Cr Vaughan Dennison Cr Bonnie Kuru Cr Debi Marshall Lobb	4 Rangitāne Representatives	4 Rangitāne Representatives
PN Future Development Strategy Joint Steering Group	Project Steering Group	4	Yes	Mayor Cr Lorna Johnson Cr Leonie Hapeta Cr Debi Marshall Lobb		4 Elected Members Horizons Regional Council

Organisation	Type of Org.	No of Council Reps	Required to be an elected Member	Elected Member Appointee(s)	Non-Councillor Appointee	Other Members
Disability Reference Group (Liaison Councillor)	Reference Group/ Liaison	1	Yes	Cr Karen Naylor support Cr William Wood		Community Reps PNCC Staff
Heritage Reference Group (Liaison Councillor)	Reference Group/ Liaison	1	Yes	Cr Rachel Bowen support Cr Mark Arnott		Community Reps PNCC Staff
Pasifika Reference Group (Liaison Councillor)	Reference Group/ Liaison	1	Yes	Cr Kaydee Zabelin support Cr Bonnie Kuru		Community Reps PNCC Staff
Seniors Reference Group (Liaison Councillor)	Reference Group/ Liaison	1	Yes	Cr Lew Findlay support Cr Billy Meehan		Community Reps PNCC Staff
Youth Council	Reference Group/ Liaison	3	Yes	Cr Bonnie Kuru support Cr Orphée Mickalad		Community Reps PNCC Staff
Villages and Rural Communities (Liaison Councillors)	Reference Group/ Liaison	2	Yes	Cr Kaydee Zabelin (Bunnythorpe + Ashhurst) Cr Hayden Fitzgerald (other villages and rural communities)		N/A
Accelerate 35 Lead Team (Horizons)	Regional Representation	1	Yes	Mayor Grant Smith substitute Cr Debi Marshall Lobb		Elected Members from the Territorial Authorities and Horizons Region
Climate Action Joint Committee (Horizons)	Regional Representation	1	Yes	Mayor Grant Smith substitute Cr Debi Marshall Lobb		Elected Members from the Territorial Authorities and Horizons Region
Horizons Passenger Transport Committee	Regional Representation	1	Yes	Cr Brent Barrett substitute Cr Debi Marshall Lobb		Elected Members from the Territorial Authorities and Horizons Region
Horizons Regional Transport Committee	Regional Representation	2	Yes	Mayor Grant Smith, Cr Debi Marshall Lobb		Elected Members from the Territorial Authorities and Horizons Region
Manawatū River Accord (Horizons)	Regional Representation	Mayor +1	Yes	Mayor Grant Smith Cr Brent Barrett		Elected Members from the Territorial Authorities and Horizons Region
Manawatu –Whanganui Civil Defence Emergency Management Group (Horizons)	Regional Representation	1	Yes	Mayor Grant Smith, substitute Cr Debi Marshall Lobb		Elected Members from the Territorial Authorities and Horizons Region
Manawatū- Whanganui Mayoral Forum	Regional Representation	Mayor	Yes	Mayor Grant Smith, substitute Cr Debi Marshall Lobb		Elected Members from the Territorial Authorities and Horizons Region

Organisation	Type of Org.	No of Council Reps	Required to be an elected Member	Elected Member Appointee(s)	Non-Councillor Appointee	Other Members
Manawatu-Whanganui Regional Disaster Relief Fund (trustee)	Regional Representation	1	Yes	Cr Vaughan Dennison substitute Mayor Grant Smith		Elected Members from the Territorial Authorities and Horizons Region
New Zealand Local Government Association (Metro Sector)	Regional Representation	1	Yes	Mayor Grant Smith, substitute Cr Debi Marshall Lobb		N/A
New Zealand Local Government Association (Zone 3)	Regional Representation	5	Yes	Mayor Grant Smith Cr Debi Marshall-Lobb (as proxy for the Mayor as necessary), Cr Rachel Bowen, Cr Vaughan Dennison, Cr Karen Naylor and Cr Orphée Mickalad.		N/A
PN Public Transport Services Advisory Group	Regional Representation	Mayor +2	Yes	Mayor Grant Smith Cr Brent Barrett Cr Debi Marshall-Lobb		Elected Members from the Territorial Authorities and Horizons Region
Regional Leadership Group (Ministry Social Development)	Regional Representation	1	Yes	Cr Debi Marshall- Lobb substitute Cr Hayden Fitzgerald		Elected Members from the Territorial Authorities and Horizons Region
Te Apiti Manawātū Gorge Governance Group (Horizons)	Regional Representation	Mayor	Yes	Mayor Grant Smith substitute Cr Debi Marshall- Lobb		Elected Members from the Territorial Authorities and Horizons Region
Appointment Panel (Cultural CCOs)	Selection Panel	3	Yes	Cr Rachel Bowen (chair) Mayor Grant Smith Cr Debi Marshall- Lobb		Chief Executive
Appointment Panel (PNAL)	Selection Panel	3	Yes	Cr Vaughan Dennison (chair) Mayor Grant Smith Cr William Wood		Chief Executive
Creative Communities Grant Selection Committee	Selection Panel	9	No	Cr William Wood (chair) Cr Bonnie Kuru		7 community members
District Licensing Committee - Appointment Panel	Selection Panel	4	No	Mayor Grant Smith (chair) Cr Debi Marshall- Lobb		Legal Counsel Independent member: Susan Baty
Electoral College (CEDA)	Selection Panel	Mayor +2	Yes	Cr Leonie Hapeta (lead) Mayor Grant Smith Cr Vaughan Dennison		Mayor and 2 Manawātū District Councillors
Jaycee Trust Grant Selection Committee (chair) + 2 independent members.	Selection Panel	3	1 (chair)	Cr Billy Meehan (Chair)	2 vacancies	

Organisation	Type of Org.	No of Council Reps	Required to be an elected Member	Elected Member Appointee(s)	Non-Councillor Appointee	Other Members
PN Jaycee Trust Appointment Panel (recommends 2 independent members to sit on Assessment Committee)	Selection Panel	3	No	Cr Billy Meehan (lead) Cr Lorna Johnson Cr Bonnie Kuru		N/A
Rates Remission Panel	Selection Panel	1	Yes	Cr Lorna Johnson		PNCC Staff
Civic Honour Selection Panel	Selection Panel	4	No	Mayor Grant Smith (lead) Cr Rachel Bowen Cr Lorna Johnson Cr Debi Marshall- Lobb		President of Rotary Chairperson of the National Council of Women (Manawatū) District Court Judge
Age Friendly Palmerston North			No			
Hoffman Kiln Trust			No			
Manawatū Lesbian and Gay Rights Association (MALGRA)			No			N/A
Manawatū People's Radio Station			No			vacant



Arena Masterplan Steering Group - Terms of Reference

Purpose

The Arena Masterplan Steering Group (AMSG) will provide strategic and leadership oversight to ensure projects identified within the Arena Masterplan and Council's LTP are delivered. The Arena Masterplan Steering Group is a key stakeholder governance group led by the Mayor.

Outcomes will be:

- Subject to funding, delivery of Arena Masterplan projects in line with the Council's LTP.
- Effective communication and engagement with the Council and wider community.
- Championing of the ongoing delivery of projects in the Arena Masterplan with the community.

Scope

The Master Plan Steering Group will:

- Provide information and feedback to Elected Members
- Provide oversight of the Arena Masterplan

Principles of AMSG

Steering Group members agree to:

- Actively contribute to the Arena Masterplan and its vision
- Take a City/ Region/ Community-wide approach
- Foster consensus among key stakeholders, including Arena users, neighbouring residents and businesses in Palmerston North City and the wider Manawatu region
- Be a mechanism through which consultation and community engagement happens with sectors including business, community, sport and Iwi
- Identify opportunities for collaborative innovation
- Provide input into the development and design of the Arena Masterplan projects
- Embrace a collaborative approach to Arena Masterplan projects
- Build effective coordination between Council and stakeholders
- Assist and support any external funding and investment processes to support projects prioritised in the LTP
- Support the delivery of the Arena Masterplan projects by working with Council project management and technical staff.





Functions

As a Steering Group member, each participant will:

- Liaise with the organisation each is representative of (as applicable) and bring forward advice, issues or comment from their respective group or representative to the Steering Group;
- Ensure that any matters that may affect other groups or departments within the organisation they are representative of are brought to the attention of the appropriate party and those persons views are communicated to the Steering Group;
- Consider any matters, issues or information referred to them by the Steering Group relating to the Arena Master Plan and provide advice, endorsement or recommendations as required;
- Identify other stakeholders or user groups and seek their input and views to ensure that these are available for consideration by the Steering Group;
- Strive to operate in a consensus mode, where participants openly discuss views and opinions, and seek to develop common ground and narrow areas of disagreement to the best of their ability;
- Ensure that the results of Steering Group discussions are accurately recorded in the meeting records or additional reports that members determine may be needed; and
- Ensure that the advice, endorsements, recommendations and consensus positions from the Steering Group are fully considered in the development of the preferred solution for projects within the Arena Masterplan.

Accountability

The AMSG will report back to the ~~Culture and Sport~~ relevant Committee every 6 months with updates on Masterplan projects and progress.

Membership

- PNCC ~~Councillors~~ Elected Members (Mayor (Chair) plus 5)
- PNCC Customer & Community Group (General Manager)
- PNCC Infrastructure Group (General Manager)
- Sport Manawatū (1 Representative)
- Marist Sports Club (1 Representative)
- Rangitāne o Manawatū (1 Representative)
- Co-opted member(s) as required as necessary

The Steering Group will be supported by:

- PNCC Customer & Community Group (Manager Venues + Events)





- PNCC Customer & Community (Communications Advisor)
- PNCC Infrastructure Group (Capital Projects Officer)
- PNCC Strategic Planning Group (Senior Urban Designer)
- PNCC Strategic Planning Group (Policy Analyst)
- Invited attendee(s) as required as necessary

A Venues + Events Division Administrator will be responsible for taking minutes and circulating agendas

A quorum of 4 members is required at meetings

The maximum number of members is 12

Meeting Frequency

Monthly

Delegations

The Group does not hold any delegations and has no authority to make decisions or commitments on behalf of Council other than the authority of any individual member set out in the Council's Delegations or New Zealand legislation.

Term of Steering Group

The Arena Masterplan Steering Group will commence in February 2025 and be discharged at the conclusion of all Masterplan projects.

Appointments will be for the term of the Group unless otherwise stipulated above.

Variation of TOR

Membership changes will be agreed by the Council (for EM appointments)/ or agreed by Membership for co-opted members.

Any other amendments to the TOR may be agreed by the majority of the membership and Chair.

Date of Council agreement of original TOR: December 2017

Dates of any amendments: May 2020, February 2025,

December 2025





Central City Transformation

Project Steering Group - Terms of Reference

Purpose

The Central City Transformation Project (Streets for People) Steering Group will provide strategic and leadership oversight to ensure the successful delivery of the City Centre Streetscape Plan 2016 (CCSP) through the Council's 10 year Streets for People programme.

Outcomes will be:

- Providing strategic leadership and influence over the delivery of the project
- Ensuring the Project maintains City sponsorship, internal and external funding availability
- Fostering a culture of accountability and transparency.
- Providing oversight and guidance to improve the potential for success.
- Improving lines of communication within the organisation
- Ensuring decisions are made in a timely manner and at the appropriate management level.

Scope

The Steering Group will provide:

- Feedback on the Central City Transformation Design
- Ongoing review of the Central City Transformation project to ensure continued alignment with the objectives of:
 - Providing a balance for all street users, slowed traffic speeds and decreased through traffic volumes – putting people first over traffic;
 - Facilitate easy interaction for the public within The Square – Te Marae o Hine and to support outdoor street and public space occupation
 - Improved vitality in the city centre, more people, more often, more interaction with the streetscape;
 - Enhance, create and sustain green Infrastructure in the city centre
 - Express culture and creativity throughout the city centre and ensure all public projects in the city centre include creative elements.
 - Through the spatial layout, including placement of street furniture, garden beds and materiality acknowledging the circulation of pedestrians and vehicles around The Square - Te Marae o Hine, as well as the wider city context.
- Provide oversight on the implementation of the Central City Transformation Project

Functions

The main functions of the Steering Group are to





- Consider and review Central City Transformation Design
- Identify other stakeholders or user groups and seek their input and views to ensure that these are available for consideration by the Steering Group
- Advocate with the BID, Manawatu Chamber of Commerce, central city landlords, the development community and local business for the successful implementation of the Central City Transformation Project
- Advocate with externals as required, including; Public Sculpture Trust, Heritage NZ etc
- Provide guidance and support to the Project Sponsor for the delivery of the project

Accountability

The Central City Transformation steering group will report back to Council or relevant committee every 6 months

Membership

Group membership shall be made up from the following:

- Group Manager Transport & Development (Chair)
- Mayor
- Councillors (4);
- BID and the Chamber of Commerce
- Planning Manager
- Rangitāne o Manawatū
- Project administrator (be responsible for taking minutes and circulating agendas)

Meeting Frequency

- Steering Group meetings will be convened on a bi-monthly basis
- The Steering Group will be provided with documentation and information in advance of any meeting.
- Meeting minutes will be made for each Steering Group meeting and will be circulated to the Steering Group following each meeting for review and comment. Notes will be approved by the Steering Group at the following meeting.

Delegations

The Group does not hold any delegations and has no authority to make decisions or commitments on behalf of Council other than the authority of any individual member set out in the Council's Delegations.

Term of Steering Group

- The Central City Transformation Steering Group will commence on **4 December 2025** and be discharged at the end of the Council term **October 2028**
- Appointments will be for the term of the Group unless otherwise stipulated above.



Civic and Cultural Precinct Master Plan Steering Group

Terms of Reference

Introduction & Background

In 2019 the Council considered an initial Civic and Cultural Precinct Master Plan (CCPMP). As the project was progressed with a revised brief and new lead consultant, the original expectations and aspirations for the project were not achieved. Work on the CCPMP was paused in November 2022.

In April 2023, the Council formally resolved to use the 2019 CCPMP to inform the preparation of a set of programmes to progress the CCPMP. The programmes will be considered for inclusion in the 2027-37 Long Term Plan.

The Objectives of the Civic and Cultural Precinct Master Plan

The CCPMP will provide opportunities to:

- Direct coordinated public and private development and design in a manner that aligns with Council strategic direction and delivers an aspirational, vibrant and attractive civic and cultural destination for the City.
- Optimise the future use and development of Council's civic and cultural facilities located within the precinct while resolving associated earthquake prone building issues.
- Seek external funding and private developer investment to help deliver the CCPMP.
- Build a strong sense of commitment by mana whenua, key city partners and stakeholders to enhance the civic and cultural elements and experiences within the precinct area over time.

Terms of Reference

1. Provide strategic leadership on the CCPMP
2. Guide the preparation of a set of programmes to progress the CCPMP to be considered by the Council for inclusion in the 2027-37 Long Term Plan.
3. Guide the preparation of the material that describes the options to advance

the CCPMP to be considered by the Council for inclusion in the 2027-37 Long Term Plan.

4. Provide strategic leadership on the implementation of any CCPMP programmes approved as part of the 2027-37 Long Term Plan.
5. Provide strategic leadership and advocacy to help secure external funding and private developer investment to help deliver the CCPMP.

Accountability

The CCPMP Steering Group will report back to Council or the relevant Committee on a 6 monthly basis.

Membership

The membership shall be:

- Elected Members (6) (one to chair)
- Rangitāne representative
- General Manager Strategic Planning
- General Manager Infrastructure
- General Manager Customer and Community
- Chief Executive, Te Manawa
- Chief Executive, CEDA
- Palmy BID
- Co-opted external commercial advisor(s) as required
- Administrator

Frequency of Meetings

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

NATURE CALLS – ADAPTIVE MANAGEMENT STEERING GROUP –TERMS OF REFERENCE

1 BACKGROUND

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

2 PURPOSE OF TERMS OF REFERENCE

- 2.1 The Terms of Reference (ToR) sets out the purpose of the Nature Calls Adaptive Management Steering Group (Steering Group), its code of conduct, membership and key working protocols. The ToR may be altered by the mutual agreement of all the Steering Group Members at any time subject to the agreement of Council.
- 2.2 To give effects to the principles of Te Mana o te Wai (refer Attachment 2).
- 2.3 Ensure ongoing engagement with all parties outlined in 5.2 during the consent processing phase of the Nature Calls project.
- 2.4 To develop adaptive management options to meet the objectives of the AMS and to provide updates to Council on the progress of the consent application.

3 TERM OF STEERING GROUP

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



4 CODE OF CONDUCT

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

5 MEMBERSHIP OF THE STEERING GROUP

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

6 FREQUENCY OF MEETINGS

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



Te Motu o Poutoa Programme Steering Group (PSG)- Terms of Reference

Purpose

The Te Motu o Poutoa Programme Steering Group (PSG) will provide oversight and assurance of the Te Motu o Poutoa programme.

Outcomes will be:

- Acknowledgement of and respect for the principles of the Treaty of Waitangi
- Decisions made collaboratively and in accordance with the principles of the Kawenata.
- Programme remains aligned with the stated objectives and principles
- Programme delivered within scope and budget.

Scope

Oversight of programmes related to Te Motu o Poutoa and contained within LTP 2024-34 including design and consenting, securing external funds and, once all funding has been secured, the development of the civic marae, visitor facilities and upgrade of Cliff Road.

Functions

- Receive reports from the Programme Director and Programme Sponsor on progress on the programme of works
- Consider risks and other matters raised by the Programme Director and Programme Sponsor and provide direction on their resolution
- Advise the Programme Director and Programme Sponsor of any emerging external issues/opportunities that may impact on the delivery of the programme and how they could be addressed
- Identify opportunities for raising external funds
- Lend support to funding applications made on behalf of the programme
- Provide advocacy for the programme within the Palmerston North community and New Zealand

Accountability

The Programme Sponsor will report back to each meeting of the Rangitāne o Manawatū Committee on matters raised during PSG meetings and any actions arising.

Membership

- The Chair Rangitāne o Manawatū Committee





- The Deputy Chair Rangitāne o Manawatū Committee
- Two nominations from Rangitāne o Manawatū
- One PNCC Elected Member
- One member PNCC Senior Leadership Team

The PSG will nominate the Chair at the first meeting
 The agenda will be circulated by the Programme Sponsor
 Minutes will be taken by the Programme Director
 The quorum will be 2/3 membership.
 The maximum number of members will be 6

Meeting Frequency

The PSG will meet every two months

Delegations

The Group does not hold any delegations and has no authority to make decisions or commitments on behalf of Council other than the authority of any individual member set out in the Council's Delegations or New Zealand legislation.

Term of Steering Group

The Te Motu o Poutoa Steering Group will commence on 1st October 2024 and be discharged at the completion of the Te Motu o Poutoa development programme of works, forecast to be 30 June 2027.

Appointments will be for the term of the Group unless otherwise stipulated above.

Variation of TOR

Membership changes will be agreed by the Chair and Deputy Chair of the Rangitāne o Manawatū Committee.

The first meeting of the PSG will finalise the TOR, for adoption by the Council. Any other amendments to the TOR may be agreed by the majority of the membership of the PSG.

Date of Council agreement of original TOR:
 Dates of any amendments:





Palmerston North Future Development Strategy

Joint Steering Group Terms of Reference

- 1. PURPOSE AND BACKGROUND
 - 1.1 The Future Development Strategy Joint Steering Group (the Steering Group) will provide strategic oversight to ensure successful preparation of the Future Development Strategy (FDS) by providing direction to officers regarding the growth options that arise in the research phase of the project.
 - 1.2 The [National Policy Statement on Urban Development](#) (NPS-UD) requires Palmerston North City Council and Horizons Regional Council to jointly prepare a Future Development Strategy (FDS). The [first FDS](#) was adopted jointly in 2024.
 - 1.3 The NPS-UD also requires that the FDS be reviewed in time to inform the next Long Term Plan (2027-37) and as part of that review the following must occur:
 - a) engagement with the development sector and landowners to identify significant future development opportunities and associated infrastructure requirements; and
 - b) consideration of the most recent HBA, and
 - c) the aspects of the FDS that have been updated must undergo public consultation using the special consultative procedure (section 83 of the Local Government Act 2002).
 - 1.4 The FDS will build on existing strategic land-use planning, including Palmerston North City Council’s strategic direction, spatial plan and the evidence contained within the Housing and Business Needs Assessment prepared for 2026. It will also draw on data provided by Horizons Regional Council and any other relevant data commissioned by either or both Councils or Rangitāne o Manawātū to support the FDS.
 - 1.5 Once consultation is complete, the updated FDS must be adopted by both councils.

2. DELIVERABLE:

- 2.1 A final draft FDS for adoption by each Council that has followed the special consultative procedure outlined in s83 of the Local Government Act and includes:
- a) a spatial plan which sets out areas for household, commercial and industrial growth in the city over the next 30 years, and
 - b) gives consideration to a range of influencing factors, including iwi aspirations and constraints on development.

3. SCOPE

- 3.1 The Steering Group will oversee the development of the FDS until the final draft is adopted by both councils

4. FUNCTIONS

- 4.1 To fulfill the requirement that PNCC and Horizons Regional Council are jointly responsible for the FDS, the Steering Group will:
- a) Receive and sense check the developing spatial plan and associated strategy content.
 - b) Provide guidance to the project team as they prepare the reviewed draft FDS for consultation.
 - c) Act as a conduit between the project team and the two councils.
 - d) Recommend to both Councils the approval of the reviewed draft FDS for public consultation.
 - e) Oversee the hearing of, and deliberation on submissions
 - f) Provide guidance on the final draft once deliberation changes and document design changes have been made.
 - g) Endorse the final draft FDS and provide recommendations to each Council on adoption of the final FDS.

5. MEMBERSHIP

- 5.1 The membership will be:
- a) Four Elected Members from Palmerston North City Council,
 - b) Four Elected Members from Horizons Regional Council.
- 5.2 Each Council will be entitled to appoint one alternative elected member to act as a representative should either of the appointed representatives be unavailable.
- 5.3 The maximum number of members is eight.

5.4 The Chair will be elected by the Steering Group.

5.5 The quorum is four with a minimum of two members of each council present.

6. MEETINGS

6.1 The anticipated workload for the Steering Group is:

- a) Three or four officer-led sessions between February and April 2026 (dates are to be determined).
- b) Two days of hearings and one day of deliberations are expected between July & September 2026.

6.2 PNCC Standing Orders will be used for the management of meetings.

6.3 Hearings and deliberations associated with the FDS will generally be held at PNCC and/or Horizons offices, unless an alternative venue is required due to lack of availability or submission numbers.

7. ADMINISTRATION

7.1 Agendas will be distributed, and minutes taken, by a member of the FDS project team (officer level).

7.2 Officers from the FDS project team will report back to both councils when a final draft has been completed for public consultation and again after hearings and deliberations (i.e. prior to the final FDS being adopted by both Councils).

8. DELEGATIONS

8.1 Both councils delegate authority to the Steering Group to:

- a) Make recommendations to both councils to approve the draft Future Development Strategy for consultation,
- b) Hear submissions and deliberate on the draft Future Development Strategy,
- c) Deliberate on submissions and direct officers to make changes to the draft FDS, and
- d) Recommend the final adoption of the Future Development Strategy to both councils

9. TERM OF STEERING GROUP AND APPOINTEES

9.1 The Steering Group will commence on 1 February 2026 and be discharged at the adoption of the FDS.

9.2 Appointments will be for the term of the Steering Group unless otherwise stipulated above.





International Partnership Steering Group (IPSG) - Terms of Reference

Purpose

The International Partnership Steering Group will provide leadership oversight to ensure the effective delivery of the city's international relations and education Annual Plan. Central to this is strengthening Palmerston North's enduring relationships with numerous international partners.

Through this steering group, outcomes for the City will be:

- Elected Member oversight of International Relations and Education work programme to ensure the success of the activity.
- Sector input into identifying priorities of International Relations and Education activity.
- Championing of international engagement across key networks and sectors.

Scope

- To encourage collaboration between Palmerston North City Council and local education providers, cultural groups and businesses;
- To strengthen partnerships with international cities, educational institutions, and global stakeholders.
- To enable participation in the exchange of technology, innovation, knowledge and cultural understanding.

Functions

- Provide governance oversight to ensure activities are well-coordinated, impactful, and aligned with Council's strategic direction and strategies.
- Provide strategic guidance on initiatives that seek to attract inward investment, ensuring alignment with the City's economic development plan and partnership strategies
- Identify emerging opportunities and advise on global trends that could benefit the City.
- Ensure accountability, monitoring progress and performance against agreed outcomes.

Accountability

Steering Group Minutes will be circulated to Elected Members





Membership

- Elected Members (3 members)
- Central Economic Development Agency (1 member)
- Manawatū Business Chamber (1 member)
- Research/Innovation community (1 member)
- Tertiary education sector (2 members)
- Secondary education sector (1 member)
- Community Representative (1 member)

Supported by Manager International Relations, Palmerston North City Council

Meeting Frequency

Quarterly

Delegations

The Group does not hold any delegations and has no authority to make decisions or commitments on behalf of Council other than the authority of any individual member set out in the Council’s Delegations or New Zealand legislation.

Term of Steering Group

The International Partnership Steering Group will commence on 4 December 2025 and be discharged at the end of the Council term 2028.

Variation of TOR

Any amendments to the terms to be agreed by Council.

Date of Council agreement of original TOR:

Dates of any amendments:



MEMORANDUM

TO: Council

MEETING DATE: 3 December 2025

TITLE: Meeting Calendar February 2026- June 2027

PRESENTED BY: Hannah White, Governance Manager

APPROVED BY: Cameron McKay, General Manager Corporate Services

RECOMMENDATION TO COUNCIL

- 1. That Council adopt the Meeting Calendar February 2026- June 2027 (Attachment1).**

1. ISSUE

- 1.1 At the end of each calendar year it is customary for Council to adopt a meeting calendar for the following year. As the Mayor has proposed to review the committee structure in 18 months' time, officers have produced a meeting calendar for the next 18 months.
- 1.2 The meeting calendar outlines dates, locations and other related information and is published both in hard copy and on the Council's website.
- 1.3 Meetings are held with the public present and allow for participation of the public in public comment, presentations and submissions. As such it is important that meetings are scheduled in a way that allows members of the public who wish to attend and/or address meetings to be able to do so.

2. BACKGROUND

- 2.1 Most scheduled Council meetings will be at 9am Wednesdays. Committee meeting times are specified in the calendar with meeting sessions beginning at either 9am or 2pm on Wednesdays. There are no meetings scheduled for January or July. There is also one week of the school holidays in April and October where there will be no meetings.
- 2.2 On the Mayor's request, Council meetings are proposed to occur on the final week of the month. There will be additional Council meetings in February to prepare the annual budget for consultation, in April for hearings, May for deliberations, and on 3 June to agree the final budget.

- 2.3 Meetings will be held in the Council Chamber with other locations listed, should they be needed.

3. NEXT STEPS


- 3.1 The meeting dates will be loaded into Elected Member diaries and published on the website for members of the public.
- 3.2 Should an extraordinary meeting be needed for unforeseen additional business, this will be called in consultation with the chair and duly notified to members and the public.

4. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
Are the decisions significant?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	No
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to: All Goals	
<p>The recommendations contribute to this plan:</p> <p>14. Mahere mana urungi, kirirautanga hihiri</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objective is: Provide clear and accessible information and opportunities for community input into Council decisions.</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Ensuring the calendar is published in a timely manner allows for effective and transparent governance and is in line with the requirements of the Local Government Official Information and Meetings Act 1987.

ATTACHMENTS

1. Proposed meeting schedule 2026-mid 2027 [↓](#) 

PALMERSTON NORTH CITY COUNCIL ANNUAL MEETING CALENDAR DATES Jan 2026-June 2027																			
Committee	Day & Time	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Council	Wed 9am		11 25#	25	22,23*	6,7** 27	3*** 24		26	30	28	25	9		10 24#	31	21,22,23*	5,6,7** 26	2*** 23
Community Resilience & Sustainability	Wed 9am		18	11	29	20	10		19	16	21	18			17	10	28	19	9
Finance, Performance & Audit	Wed 9am			4	1	13	3		5	2	14	4	2			3	7	12	2
Arts, Culture & Heritage	Wed 9am			18	15		17			23						17			16
Sport & Recreation	Wed 9am		18(2pm)		15 (2pm)				12			11				24			16 (2pm)
					School holidays: 3 April- 19 April					School holidays: 26 Sept- 11 Oct								School holidays: 10 April- 26 April	
Hearings	Panels meet as required																		
Venue	Meetings are held at the Civic Administration Building (Council Chamber or other meeting rooms), 32 The Square, Palmerston North. Or meetings may be held at: Conference & Function Centre, 354 Main Street, Palmerston North; Te Hotu Manawa o Rangitāne o Manawatū Marae, 140-148 Maxwells Line, Awapuni, Palmerston North; Village Valley Centre, 21 Guildford St, Ashhurst; Bunnythorpe Community Centre, Raymond St, Bunnythorpe.							# Agree Consultation Document		* Hearings Annual Budget/ Long Term Plan		** Deliberations Annual Budget/ Long Term Plan		*** Adopt Annual Budget/ Long Term Plan					
Meetings are streamed live and available on demand on Council's YouTube channel.																			

REPORT

TO: Council

MEETING DATE: 3 December 2025

TITLE: Transport Funding Update - NZTA-Funded Budget Adjustment for SH3 Detour Route Works

PRESENTED BY: Tyler da Silva - Acting Transport and Development Manager,
Glen O'Connor - Acting General Manager Infrastructure

APPROVED BY: Waid Crockett, Chief Executive

RECOMMENDATION(S) TO COUNCIL

1. That Council increase the budget of Programme 139 Sealed Road Resurfacing by \$705,519.73 to carry out resealing works on local roads used as detour routes during the construction of the new Te Ahu a Turanga Manawatū Tararua Highway, State Highway 3 (SH3).
2. That Council note the works will be 100% funded from NZTA subsidies.

SUMMARY OF OPTIONS ANALYSIS

Problem or Opportunity	Detour routes during new state highway construction have sustained damage requiring repair while under NZTA control.
OPTION 1:	Use 100% NZTA funding to carry out resealing works on the detour route.
Community Views	Community views not sought
Benefits	Road is repaired and resealed using 100% NZTA funding
Risks	Operational risks minimal
Financial	No net impact on council budgets or debt levels
OPTION 2:	Do not use funding to repair and reseal damaged route.
Community Views	Community views not sought
Benefits	No benefits
Risks	Increased safety risk, community dissatisfaction, and unplanned financial pressure
Financial	Negative impact on council budgets, as this work would have to be

	undertaken utilising existing budgets.
--	--

RATIONALE FOR THE RECOMMENDATIONS

1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

- 1.1 NZ Transport Agency Waka Kotahi (NZTA) has made available funding of **\$705,519.73** to Palmerston North City Council (PNCC) for repair and resealing works on local roads used as detour routes during the construction of the new Te Ahu a Turanga Manawatū Tararua Highway, State Highway 3 (SH3).
- 1.2 The funding is available to be used to undertake pavement rehabilitation and resurfacing works to address wear and damage caused by the detour traffic. The contribution would be **100% NZTA funded** and allocated to capital works.
- 1.3 There would be **no net impact on Council's budgets or debt levels**, as the funding fully offsets the associated expenditure

2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

- 2.1 While the new Te Ahu a Turanga Manawatū Tararua Highway (SH3) was under construction, several local roads within the Palmerston North City Council network were temporarily managed by NZTA and used as alternative routes. During this time these roads sustained damage. Once the new highway was opened, these roads were handed back to Council.
- 2.2 The contribution amount of \$705,519.73 would be used to reseal the affected roads. The works would be delivered by Fulton Hogan under Council's existing maintenance contract: 3938 Road Maintenance, Renewal and Capital Improvement Services. Officers believe that this is a fair sum for resealing the affected roads.
- 2.3 The repairs would include discrete sections of Cambridge Ave, Salisbury St, Saddle Rd, and the Pahiatua Track.

3. DESCRIPTION OF OPTIONS

- 3.1 Option one is to use 100% NZTA funding to carry out repair and resealing works on the detour route.
- 3.2 Option two is to not receive the NZTA funding to repair the damaged road.

4. ANALYSIS OF OPTIONS

- 4.1 Option one is recommended to utilise the available **\$705,519.73 of funding to cover 100% resealing work. This option makes the road safer for the community and has no net effect on council budgets or debt levels.** Normal construction and scheduling risks apply but these are manageable.

- 4.2 Option two of not receiving the NZTA funding would require Council to prioritise these repairs alongside the citywide programme. There are risks to road safety, financial, and reputation if the funding were not utilised.

5. CONCLUSION

- 5.1 Utilising the available NZTA funding provides Council with a cost-effective opportunity to address the damage sustained on local detour routes during the construction of the new Te Ahu a Turanga Highway.
- 5.2 Accepting the funding ensures the necessary repairs and resealing works can be completed promptly, improving road safety and network condition with no impact on Council budgets or debt levels.

6. NEXT ACTIONS

- 6.1 Communicate resealing programme to immediate residents via letter drops, and to general public via social media and webpage promotion of the streets in the reseal programme.
- 6.2 Deliver these works through Fulton Hogan under the existing contract.

7. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

- 7.1 Community views have not been sought on this issue specifically. However, it is envisaged that the community will be supportive of the repair of the road being 100% funded by NZTA.

8. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city	
The recommendations contribute to this plan:	
3. Mahere tūnuku	
3. Transport Plan	

The objective is: Develop, maintain, operate, and renew the active and public transport network to deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport.	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	Repair of local roads is a key delivery vehicle towards having safer, well maintained, and well utilised transport network.

ATTACHMENTS

Nil

MEMORANDUM

TO: Council

MEETING DATE: 3 December 2025

TITLE: KeyResearch Annual Report and Benchmarking Report 2024/2025

PRESENTED BY: Grace Nock, Manager Organisational Planning and Performance

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION(S) TO COUNCIL

1. That Council receive the 2024/25 Residents' Survey Annual Report and the 2024/25 Key Research Benchmarking Report.

1. ISSUE

- 1.1 This report provides Council with the 2024/25 Residents' Survey Annual Report (Attachment 1) and the accompanying Key Research benchmarking report (Attachment 2).
- 1.2 Residents' Survey results are reported to Council on a quarterly basis during the year. The attached annual and benchmarking reports provide the full set of results for 2024/25, together with sector comparisons, for Council's information and consideration.

2. BACKGROUND

Residents' Survey - what it is and how it works:

- 2.1 The Residents' Survey is an independent, statistically robust survey used to gauge community sentiment about Council performance.
- 2.2 In 2024/25, a random sample of 508 residents was drawn from the electoral roll and invited to complete the survey online, with a hard-copy option available. Results carry a 95% confidence level and a margin of error of $\pm 4.33\%$, and are weighted to reflect the city's age, gender, and ethnicity profile.
- 2.3 The survey is one tool within a broader performance framework. Results are best interpreted alongside financial information, service performance measures, engagement insights, and Council's strategic objectives, rather than as a standalone "scorecard".

Benchmarking - how PNCC compares to other councils:

- 2.4 Key Research has benchmarked Palmerston North City Council against 20 other councils (18 district and 3 city). Surveys use near-identical questions, with margins of error of around ± 3.2 – $\pm 4.8\%$.
- 2.4 The benchmarking report shows Palmerston North's results relative to the sector average, as well as the highest and lowest performing councils for each measure. This provides a realistic view of where Council is performing strongly, and where there is more room for improvement.

Key trends in the 2024/25 Annual Residents' Survey:

- 2.5 Overall satisfaction with Council sits at 36%, down from 44% in 2023/24. The decline is more pronounced among male residents, people aged 35–64, and residents who have lived in the city 10–20 years.
- 2.6 Value for money remains the strongest driver of overall satisfaction. Satisfaction with value for money has dropped from 40% to 32%, and financial concerns and perceived rates affordability were common themes in open-ended feedback.
- 2.7 The reputation index has softened and now sits in a “poor” benchmark range, reflecting lower scores on trust and leadership compared with previous years.
- 2.8 Several services continue to perform well, including kerbside rubbish and recycling (83% satisfaction), walkways and shared paths (76%), and public facilities overall (71%).
- 2.9 Lower satisfaction scores are seen for roading (28%), ease of movement at peak times, financial management, and perceived value for money. Satisfaction has also declined across some core infrastructure measures such as roading and stormwater.
- 2.10 Despite the above, 74% of residents continue to rate their overall quality of life in Palmerston North positively, indicating that wider wellbeing remains strong even as views of Council performance have become more critical.

Key trends from the benchmarking report

- 2.11 Palmerston North City Council's overall satisfaction (36%) is around five percentage points below the all-council average (41%). However, the overall reputation index is on par with the sector average, suggesting underlying perceptions of trust and leadership are broadly similar to other councils, even where headline satisfaction is lower.
- 2.12 Value for money scores are slightly stronger than the sector average (32% vs 29%), and satisfaction with consultation and engagement is also modestly ahead (39% vs

37%). Perceptions of enquiry handling and elected member performance are close to the sector averages.

- 2.13 Council performs well above benchmark in core utility services, particularly water supply and waste services. Overall water management, water supply, stormwater, kerbside rubbish and recycling, and green-waste services all rate above the sector average.
- 2.14 Roothing and access is the most significant area of under-performance compared with peers. Overall roading, footpaths, cycleways, and parking availability all sit below the sector average and are highly visible to residents.
- 2.15 Within public facilities and outdoor spaces, Palmerston North City Council is generally close to the sector average, but comparative scores are softer for some amenities (e.g. community centres, toilets, pools, libraries, cemeteries, and sports fields/playgrounds), suggesting that presentation and maintenance of assets are important to residents' overall experience.

Contextual factors influencing results:

- 2.16 The survey results are likely to reflect both service levels and the wider operating context over the past year. In particular:
 - Significant water-related projects (for example on Ruahine Street, Victoria Avenue and Fitzherbert Avenue) and ongoing issues with discolouration have been highly visible, especially in areas such as Papaioea. This has generated regular commentary via social media and customer contacts.
 - Several suburbs have experienced sustained construction and traffic disruption due to infrastructure projects, including major roading and bridge works around Papaioea, Takaro and surrounding areas. This has likely contributed to frustration about roading and ease of movement.
 - Changes to fees and charges in some areas (for example, pools and resource recovery facilities) and parking price increases, combined with increased Government infringement penalties, may have influenced perceptions of value for money and parking.
 - Illegal dumping and localised issues (for example in Ashhurst) may be affecting ratings for resource recovery.
- 2.17 These contextual factors do not fully explain residents' views, but they provide important background when interpreting the survey trends and benchmarking comparisons.

3. NEXT STEPS

Ongoing reporting of survey results

- 3.1 The Residents' Survey will continue to run quarterly in 2025/26. Quarterly results will be reported through the Quarterly Performance Report to Council.
- 3.2 Annual and benchmarking reports will continue to be provided to Council to give a consolidated view across the full year.

Resident discussion groups (focus groups)



- 3.3 Through the 2025/2026 Annual Budget, Council has engaged Key Research to run qualitative Focus Groups. These discussion groups will be run in early 2026 to explore key themes in more depth, including value for money, trust, leadership and financial management, and how residents want to receive information and engage with Council.
- 3.4 Based on the budget, two delivery options are available:
 - In-person groups:** Two 90-minute discussion groups held at Council venues in Palmerston North.
 - Online groups:** Four 90-minute online groups (via Teams) held across two days.
- 3.5 In both options, participants will be recruited to broadly reflect the city's demographic profile, and sessions will be moderated by Key Research.
- 3.6 Key Research will provide a written report and executive summary of findings. The results of the discussion groups, along with any recommended actions, will be reported back to Council within the current financial year to inform future communications, engagement, and service improvement work.

4. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No

<p>The recommendations contribute to:</p> <p>Whāinga 3: He hapori tūhonohono, he hapori haumaru</p> <p>Goal 3: A connected and safe community</p>	
<p>The recommendations contribute to this plan:</p> <p>14. Mahere mana urungi, kirirautanga hihiri</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objective is: Base our decisions on sound information and advice</p> <p>Provide clear and accessible information and opportunities for community input into Council decisions</p>	
<p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p>	<p>The recommendations strengthen Council's governance and active citizenship by embedding the community's voice in how we plan, deliver and communicate services.</p>

ATTACHMENTS

1. Palmerston North City Council - Residents' Survey 2024/2025 [↓](#) 
2. Benchmarking Report 2024/2025 [↓](#) 



Palmerston North City Council

2024/2025 Residents' Survey



DRAFT

Contents

Background, Objectives And Method	2
Key Performance Measures	3
Key Findings	12
Services and Infrastructure	18
Water management	19
Rooding and footpaths	21
Waste management	23
Regulatory services	25
Parks, Reserves, Open Spaces and Other Public Facilities	27
Parks, Reserves and Open Spaces	28
Public Facilities	32
Drivers of Overall Satisfaction	36
Leadership and Reputation	39
Value for money	50
Margin of Error by Demographics	52
Sample profile	54
Location Map	56
Appendices – Residents’ Comments	58

2025 Residents’ Survey

Executive Summary

- Satisfaction with Palmerston North City **Council’s Overall performance** has declined year-on-year (36% compared to 44% in 2023/24). This decrease is driven by decreases across several key areas, including **Image and reputation** (down to 41% from 44%), **Value for money** (32% from 40%), and satisfaction with **Facilities, infrastructure and services** (55% from 63%).
- While concerns were raised and declines are evident across several areas, some services and facilities continue to receive high satisfaction ratings, such as **Public facilities** (71%), **Parks and reserves** (69%), and **Rubbish disposal services** (68%) and related measures.
- Resident’s perception of their **Quality of life** remained high at 74%.
- Financial concerns emerged as the main issue for residents when asked to comment on the Council’s performance. Around 30% stated **Make sensible spending / spend our money wisely**, while 26% raised concerns about **Rates are too high for less services / don’t increase rates**.
- **Value for money** continues to have the greatest impact on overall performance (48%) and is identified as a key area for improvement, along with **Trust** and **Leadership**.
- The reputation benchmark has declined to the ‘poor’ range at +54.

DRAFT

Background, Objectives and Methods

Background

The Palmerston North City Council has an ongoing need to measure how satisfied residents are with resources, facilities and services provided by the Council, and to prioritise improvement opportunities that the community will value.

Research Objectives

- To provide a robust measure of satisfaction with the Council's performance in relation to service delivery
- To determine performance drivers and assist the Council to identify the best opportunities to improve satisfaction further, including satisfaction among defined groups within the city
- To establish perceptions regarding organisational reputation, including how competent the Council is perceived to be, and the affinity residents have developed for the Council
- To assess changes in satisfaction over time and measure progress towards the Council's 10 Year Plan (long-term plan) objectives and strategic direction.

Method

- A mixed-method of data collection was used, consisting of a postal invitation to an online survey, with a hard copy survey back up. Sample selection was based on a random selection from the Electoral Roll. This practice ensures that all population sectors have an equal chance of selection and thus minimises bias.
- In 2024/2025 data collection was managed quarterly from 15 August 2024 to 15 June 2025: Q1 n=127; Q2 n=127; Q3 n=127; Q4 n=127. The total number of responses collected over the 2024/2025 reporting period was 508.
- Post data collection, the sample was weighted to align with known population distributions for the Palmerston North City Council area, as per the Census 2023 results, based on age, gender and ethnicity (see Sample Profile, page 54).
- The sample has an expected 95% confidence interval (margin of error) of $\pm 4.33\%$. The margins of error associated with subgroups may be larger than this as the results become less precise as the sample size shrinks. Thus, outcomes derived from particularly small sample sizes should be read with caution.

The responses were given scores on a scale of 1 to 10, which were grouped as follows:

1-2	Very dissatisfied
3-4	Dissatisfied
5-6	Neutral
7-8	Satisfied
9-10	Very satisfied

Notes

- Due to rounding, percentages may add to just over or under (+/- 1%) totals
- All question statements have been added in the footnotes, along with the sample size (n=) for each.
- The location referenced in the report includes the following areas (see Location Map, page 56):
 - Takaro: Takaro City Centre, Cloverlea, Takaro, Newbury, Bunnythrope, Westbrook, Highbury
 - Papaiaea: Papaiaea City centre, Kelvin Grove, Milson, Roslyn, Papaioea, Airport
 - Awapuni: Awapuni City centre, Awapuni, Esplanade, West End, Longburn
 - Hokowhitu: Hokowhitu City centre, Hokowhitu, Terrace End
 - Ashhurst-Fitzherbert: Ashhurst-Fitzherbert, Aokautere, Ashhurst, Summerhill, Linton, Turitea (Massey)
- Margin of error for specific demographics is included on page 52.

DRAFT

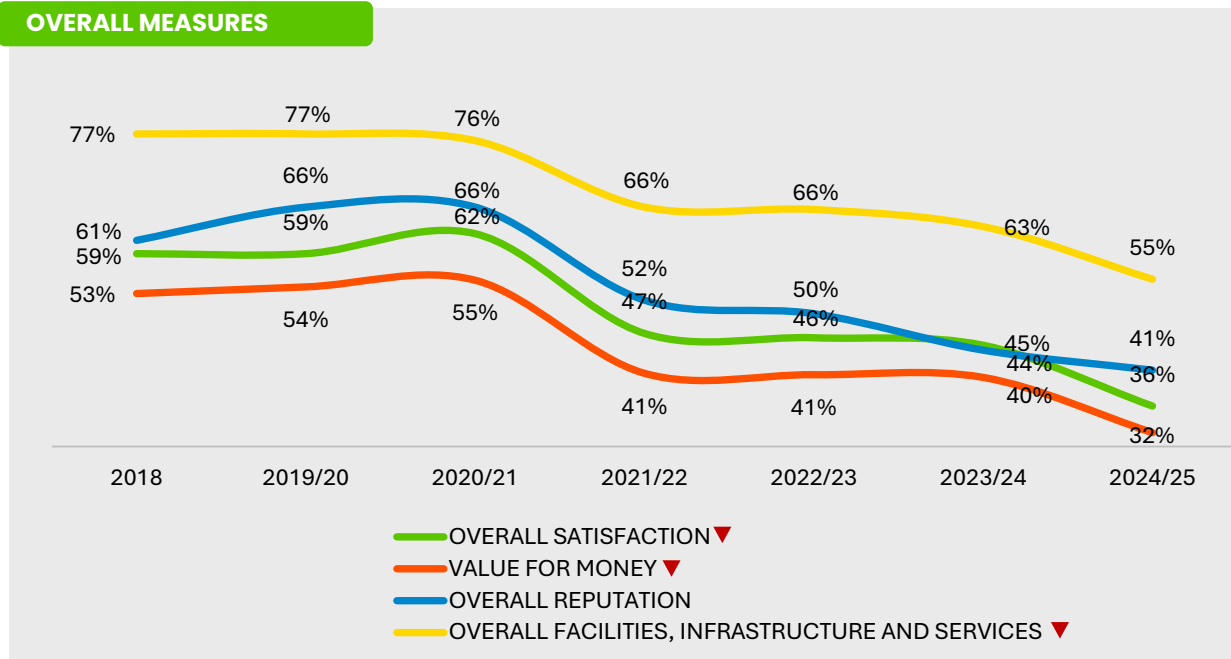
Key Performance Measures



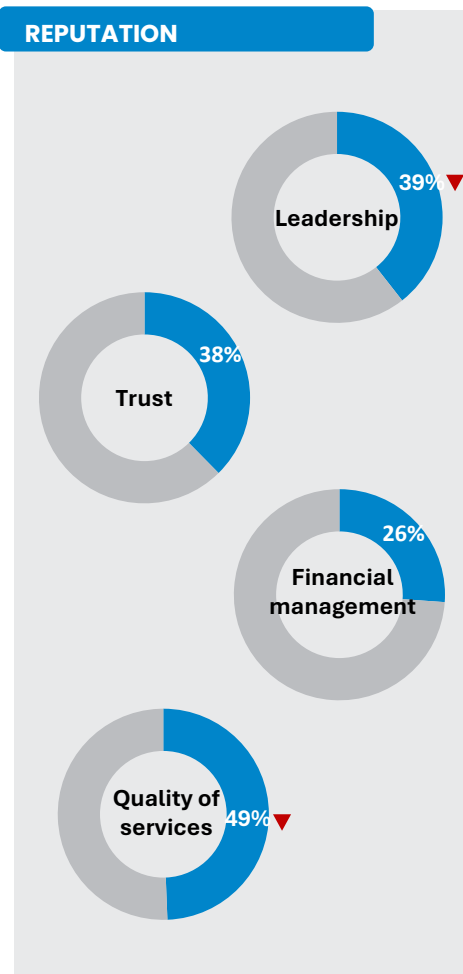
DRAFT

Summary of Key Performance Indicator

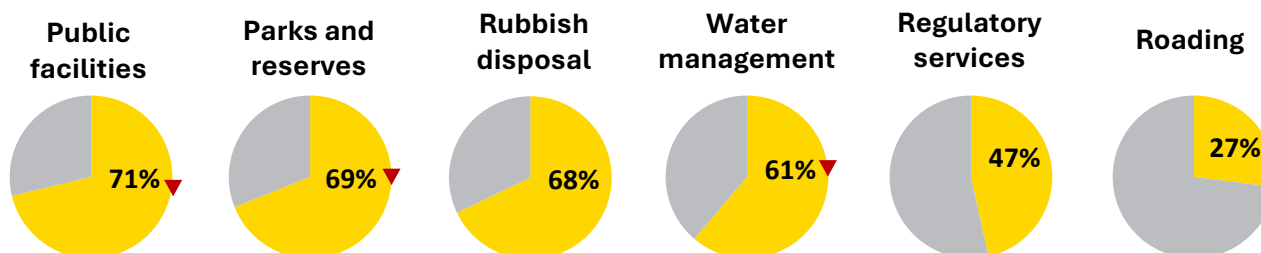
OVERALL MEASURES



REPUTATION



OTHER IMPORTANT MEASURES



DRAFT

Areas with Best and Worst Performance



Areas of best performance (% Satisfied, 7 to 10)

1. Kerbside rubbish and recycling collection (83%)
2. Walkways and shared pathways (76%)
3. Palmerston North is great for walking (75%)
4. Palmerston North has lots of opportunities to be physically active (75%)
5. Regent Theatre (74%)

*These are the areas with the largest proportion of satisfied customers.



Areas of worst performance (% Dissatisfied, 1 to 4)

1. Roads throughout the city (excluding state highways) (53%)
2. Ease of moving around the city at peak times (47%)
3. Overall satisfaction with roading-related infrastructure (44%)
4. Financial management (42%)
5. Overall value for money (36%)

*These are the areas with the largest proportion of dissatisfied customers.

- Best performance shows areas with the highest satisfaction/good scores: percentage of respondents who scored 7-10 (%).
- Worst performance shows areas with the highest dissatisfaction/poor scores: percentage of respondents who scored 1-4 (%).

DRAFT

Trends in Overall Measures (% 7-10, excluding don't know)

	Overall measures	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied				
			2025	2024	2023	2022	2021
RD1_5	Overall satisfaction with rubbish disposal services	1%	68%	67%	70%	69%	76%
ID1_7	Overall satisfaction with roading-related infrastructure	-2%	27%	29%	32%	35%	48%
REP2_1	Overall reputation	-3%	41%	44%	50%	52%	66%
RM1_5	Overall satisfaction with regulatory services	-6%	47%	53%	55%	57%	67%
IW1_4	Overall satisfaction with water-related infrastructure	-8%	61%	69%	68%	72%	77%
OVLFIIS_1	Overall satisfaction with facilities, infrastructure and services	-8%	55%	63%	66%	66%	76%
OV1_1	Overall value for money	-8%	32%	40%	41%	41%	55%
OVS1_1	Overall satisfaction with the Palmerston North City Council	-9%	36%	45%	46%	47%	62%
PRO2_7	Overall satisfaction with the city's parks, reserves and open spaces	-9%	69%	78%	78%	78%	86%
OF2_10	Overall satisfaction with community facilities and venues	-10%	71%	81%	79%	80%	84%

Year-on-year difference

Higher	Significantly higher
Lower	Significantly lower

DRAFT

Trends in Reputation (% 7-10, excluding don't know)

	Governance and reputation	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied				
			2025	2024	2023	2022	2021
LS3_4	The ease of having a say in Council decision making	4%	32%	28%	31%	26%	41%
LS1_3	Business promotion and attraction for Palmerston North	2%	39%	37%	38%	42%	51%
LS1_1	Tourism and visitor promotion for Palmerston North	2%	39%	37%	44%	45%	52%
LS3_2	The availability of information from the Council	-	47%	47%	46%	49%	57%
LS3_3	Your opportunities to have a say in Council decision making	-	36%	36%	38%	35%	46%
LS1_4	Promotion of working and living in Palmerston North	-1%	35%	36%	38%	43%	51%
LS3_1	The quality of information you get from Council	-2%	43%	45%	45%	49%	54%
LS1_2	Council funding and support for community groups	-4%	40%	44%	42%	45%	55%
REP1_3	Financial management	-4%	26%	30%	32%	28%	44%
LS2_2	Performance of Council staff	-4%	48%	52%	48%	51%	65%
LS2_1	Performance of the Mayor and Councillors	-5%	37%	42%	48%	47%	61%
REP1_2	Trust	-6%	38%	44%	41%	41%	53%
SEN1	Overall quality of your life	-6%	74%	80%	75%	82%	-
LS5_1	Customer service (being simple and easy to interact with)	-6%	60%	66%	66%	72%	75%
REP1_1	Leadership	-7%	39%	46%	51%	49%	65%
REP1_4	Quality of services provided by the Council	-7%	49%	56%	59%	57%	73%
SEN2_1	You're confident that the City is going in the right direction	-12%	37%	49%	51%	59%	-

Year-on-year difference

Higher	Significantly higher
Lower	Significantly lower

DRAFT

Trends in Satisfaction (% 7-10, excluding don't know)

	Other measures	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied				
			2025	2024	2023	2022	2021
PRO2_5	Maintenance of cemeteries	6%	60%	54%	56%	57%	69%
RD1_2	Litter control	4%	56%	52%	58%	57%	61%
RD1_3	Green waste drop-off points, transfer stations and recycling	3%	72%	69%	68%	69%	71%
RD1_1	Kerbside rubbish and recycling collection	3%	83%	80%	82%	78%	85%
IW1_3	Sewerage system	2%	73%	71%	72%	75%	76%
RD1_4	Cleanliness of the streets in general	2%	61%	59%	65%	65%	72%
PD1_6	Palmerston North is an environmentally sustainable city	2%	46%	44%	45%	48%	61%
OF2_4	Community centres	-	46%	-	-	-	-
ID1_4	Availability of parking in the city	-	41%	41%	41%	42%	49%
ID1_1	Roads throughout the city (excluding state highways)	-	28%	28%	28%	37%	51%
ID1_2	Footpaths throughout the city	-	36%	36%	39%	47%	47%

Year-on-year difference

Higher	Significantly higher
Lower	Significantly lower

DRAFT

Trends in Satisfaction (% 7-10, excluding don't know)

	Other measures	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied				
			2025	2024	2023	2022	2021
OF2_6	Globe Theatre	-	60%	-	-	-	-
OF2_9	Caccia Birch House	-	49%	-	-	-	-
PD1_7	Palmerston North has a vibrant city centre	-	33%	33%	37%	46%	53%
IW1_1	Water supply	-1%	74%	75%	76%	80%	84%
PD1_1	Palmerston North is a safe city	-1%	44%	45%	43%	59%	70%
PD1_3	Palmerston North is great for cycling	-1%	55%	56%	63%	65%	77%
ID1_3	Street lighting throughout the city	-2%	47%	49%	51%	63%	63%
OF2_2	Central Energy Trust Arena	-2%	65%	67%	71%	68%	68%
RM1_1	Control of roaming dogs	-2%	52%	54%	59%	63%	62%
ID1_5	Cycling in the city	-3%	33%	36%	43%	45%	53%
OF2_5	Regent Theatre	-3%	74%	77%	77%	77%	80%
PD1_12	Palmerston North is an attractive and well-designed city	-3%	43%	46%	50%	55%	64%
RM1_2	Control of barking dogs	-4%	45%	49%	51%	50%	57%

Year-on-year difference

Higher	Significantly higher
Lower	Significantly lower

DRAFT

Trends in Satisfaction (% 7-10, excluding don't know)

	Other measures	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied				
			2025	2024	2023	2022	2021
ID1_6	Ease of moving around the city at peak times	-4%	27%	31%	35%	36%	45%
PD1_9	Palmerston North is a welcoming and friendly city	-4%	51%	55%	51%	58%	67%
OF2_1	Conference and Function Centre	-5%	55%	60%	54%	58%	53%
RM1_3	Control of noise	-5%	44%	49%	55%	53%	62%
PD1_4	Palmerston North is great for walking	-5%	75%	80%	83%	84%	87%
PD1_5	Palmerston North has lots of opportunities to be physically active	-5%	75%	80%	81%	86%	91%
PD1_13	Palmerston North is a city that embraces different cultures	-5%	74%	79%	76%	76%	83%
PRO2_6	Public toilets	-6%	44%	50%	50%	53%	63%
OF2_7	Te Manawa, the Museum and Science Centre and Art Gallery	-6%	69%	75%	75%	77%	81%
PD1_2	Palmerston North has a creative arts scene	-6%	57%	63%	61%	64%	74%
PD1_11	Palmerston North is a city with great parks, sportsfields and recreation facilities	-6%	71%	77%	77%	83%	85%

Year-on-year difference

Higher	Significantly higher
Lower	Significantly lower

DRAFT

Trends in Satisfaction (% 7-10, excluding don't know)

	Other measures	% point increase / decrease (2025-2024)	Percentage of respondents satisfied, or very satisfied				
			2025	2024	2023	2022	2021
OF2_8	Central Energy Trust Wildbase Recovery	-7%	64%	71%	66%	70%	73%
OF2_3	Public libraries	-8%	74%	82%	80%	82%	85%
PRO2_4	Walkways and shared pathways	-8%	76%	84%	84%	80%	86%
RM1_4	Parking enforcement	-8%	39%	47%	47%	46%	56%
PD1_8	Palmerston North has a great sense of community spirit	-8%	38%	46%	41%	48%	58%
PE1_1	Number and range of free public events	-9%	62%	71%	70%	60%	0%
IW1_2	Stormwater services (excluding stop banks)	-9%	57%	66%	62%	63%	72%
PRO2_1	Parks, reserves and green spaces	-10%	73%	83%	83%	82%	88%
PRO2_2	Sports fields and playgrounds	-10%	61%	71%	73%	73%	81%
PD1_14	Palmerston North has a good standard of living	-10%	56%	66%	61%	66%	-
PD1_10	Palmerston North is a great city for student life	-10%	46%	56%	64%	65%	79%
PRO2_3	Public swimming pools	-13%	54%	67%	65%	62%	78%

Year-on-year difference

Higher	Significantly higher
Lower	Significantly lower

DRAFT

Key Findings

Overall Performance

- **Council's overall performance** has decreased year-on-year, declining from 45% in 2024 to 36% in 2025.
- A decline in satisfaction has been reported across all demographic groups, with significantly lower results among those aged 35 to 64 years (34% from 45%), Male residents (36% from 49%) and those living in the city for 10-20 years (29% from 50%) compared to 2024.
- When asked for other comments or suggested improvements, most residents focused on rates and financial decisions. Specifically, 30% mentioned the need to **Make sensible spending decisions or spend our money wisely**, while 26% commented that **Rates are too high for less services' or expressed concerns about rate increases and dog registration fees**.



Overall Facilities, Infrastructure and Services

- Satisfaction with the **Overall facilities, infrastructure and services** (55%) has declined since 2024 by 8% points, which can be attributed to a significant increase in the proportion of 'Neutral' responses (increasing from 28% in 2024 to 34% in 2025).

Perceptions of Palmerston North

- Residents view Palmerston North City as **Great for walking** and as **Having lots of opportunities to be physically active**, with 75% strongly agreeing with both measures.

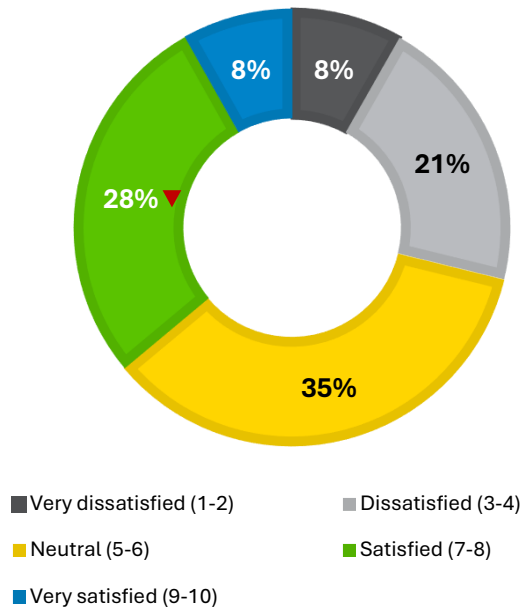
Number and Range of Free Public Events

- Satisfaction with the **Number and range of free public events** is highest amongst residents aged 65 and over, and those residing in Awapuni (70% and 71% respectively).



DRAFT

Overall Performance



Year-on-year

▲ Significantly higher
▼ Significantly lower

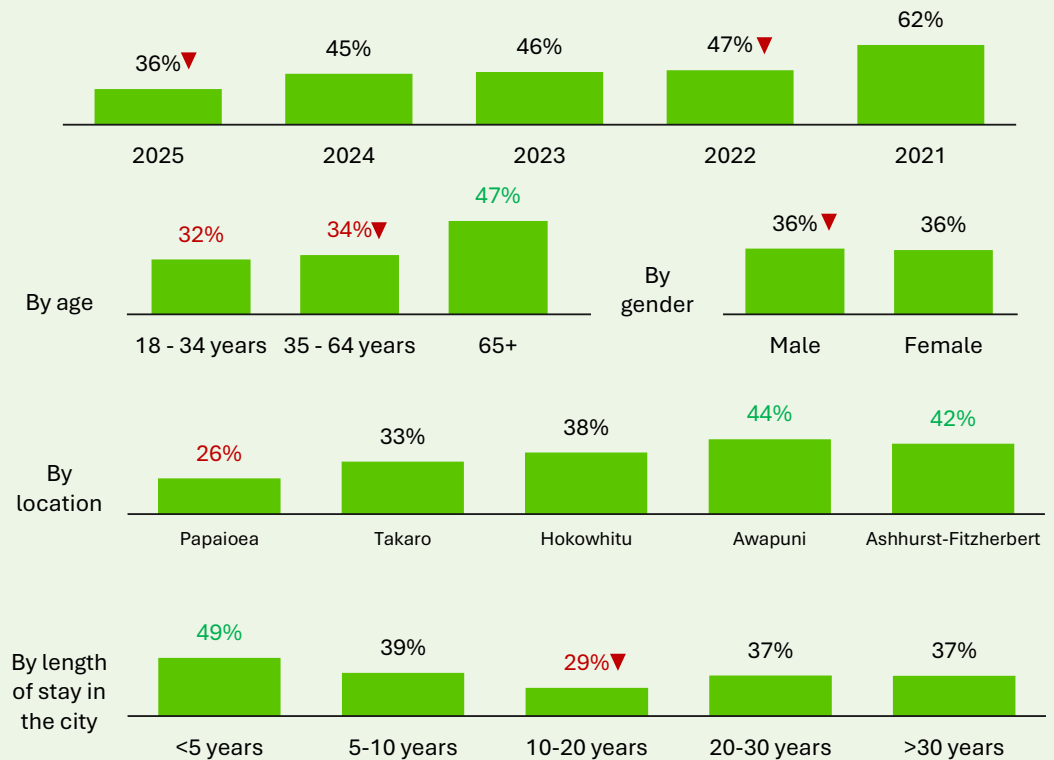
Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

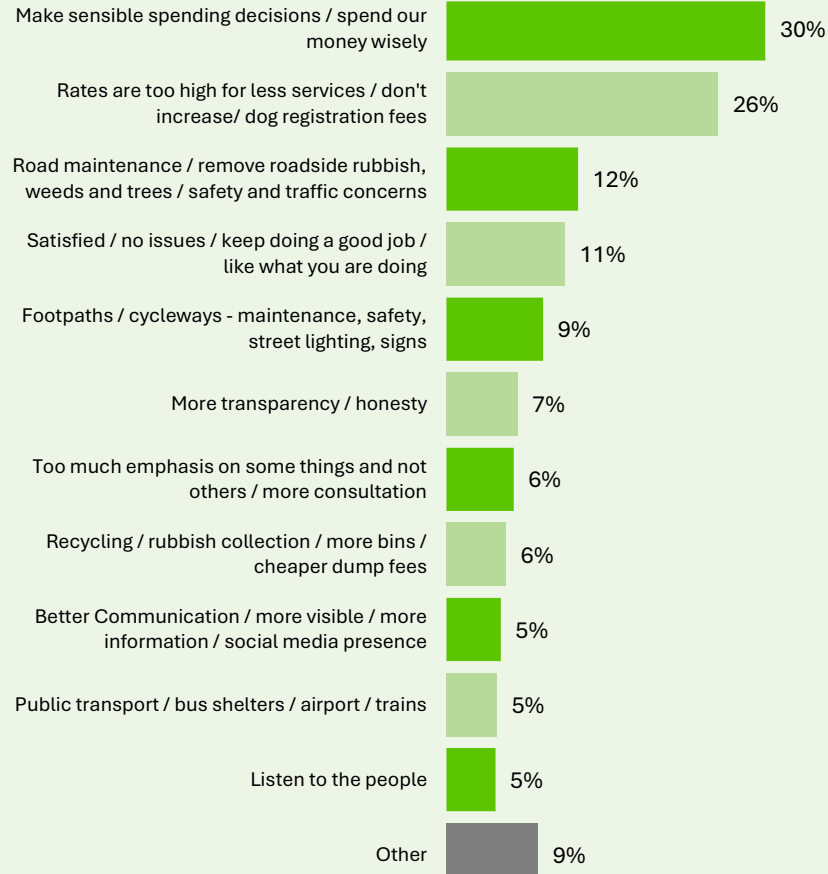
1. OVS1. Considering all the services and infrastructure that the Palmerston North City Council provides, its leadership and the value you receive for the rates and fees that you pay. Everything considered, how would you rate your overall satisfaction with the Palmerston North City Council? n=482
2. See page 45 for margin of error.

Satisfied (% 7-10)



DRAFT

General Comments



NOTES:

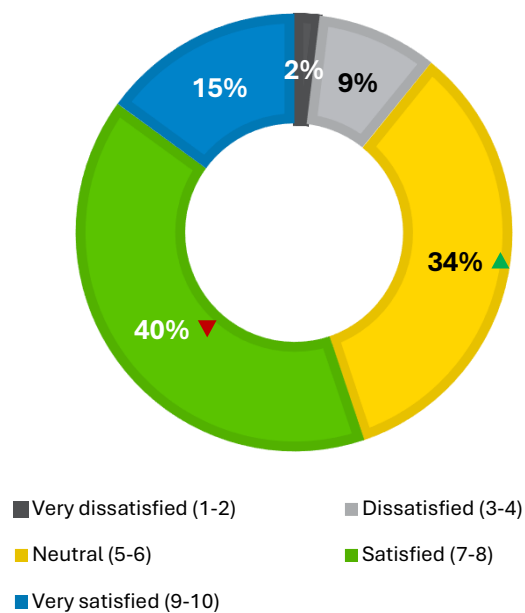
1. OVS2. Do you have any other comments about the performance of the Palmerston North City Council or improvements that you would like to see made? n=113
2. Responses of 4% or lower are not displayed.

- We are lucky to have a Council who care.
- We appreciate that central government are dropping a lot of costs onto you guys.
- We love living here. We really love the gardens around the city and the Esplanade.
- I hope the next lot of councillors that get in will be just as good as the hard-working councillors that are in now.
- Please continue with the cycleways, developing and encouraging alternative transport methods across the city, as well as increased urban density.
- Palmerston North I feel is pretty well looked after across the board.
- The parks and the garden do a fantastic job of making the city look beautiful and well maintained, I can't say the same for roading though or services.
- The mayor is doing a great job of leading and managing Palmerston North.

- Stop wasting ratepayer money on poorly thought out and poorly implemented projects.
- The suburbs off council land should be managed better. Not wasting money on sculptures and bus lanes that are now in the way.
- Get back to fixing infrastructure well and stop wasting money on things that are nice to have.
- I think the rates are quite high, plus we pay for rubbish collection and city council bags separately. I think the cost of getting rid of rubbish is quite expensive in Palmerston North.
- Rates need to be tied to the inflation rate, particularly while we have a poor economy.
- My biggest gripe is Featherstone Street. What a mess it is now. What a total waste of money.
- Less potholes and better repairs of the road so that we can drive easier, and not patch up jobs that are worse later on.

DRAFT

Overall Facilities, Infrastructure and Services



Year-on-year

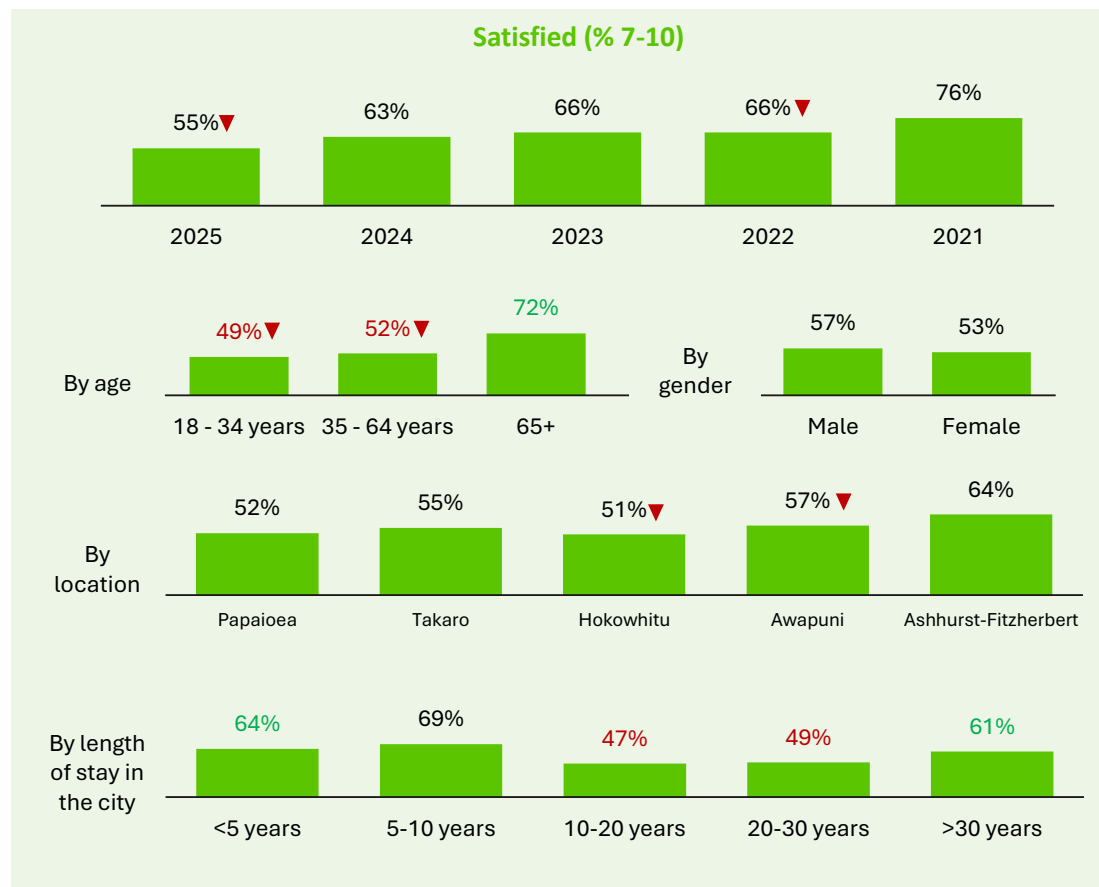
▲ Significantly higher
▼ Significantly lower

Between demographics

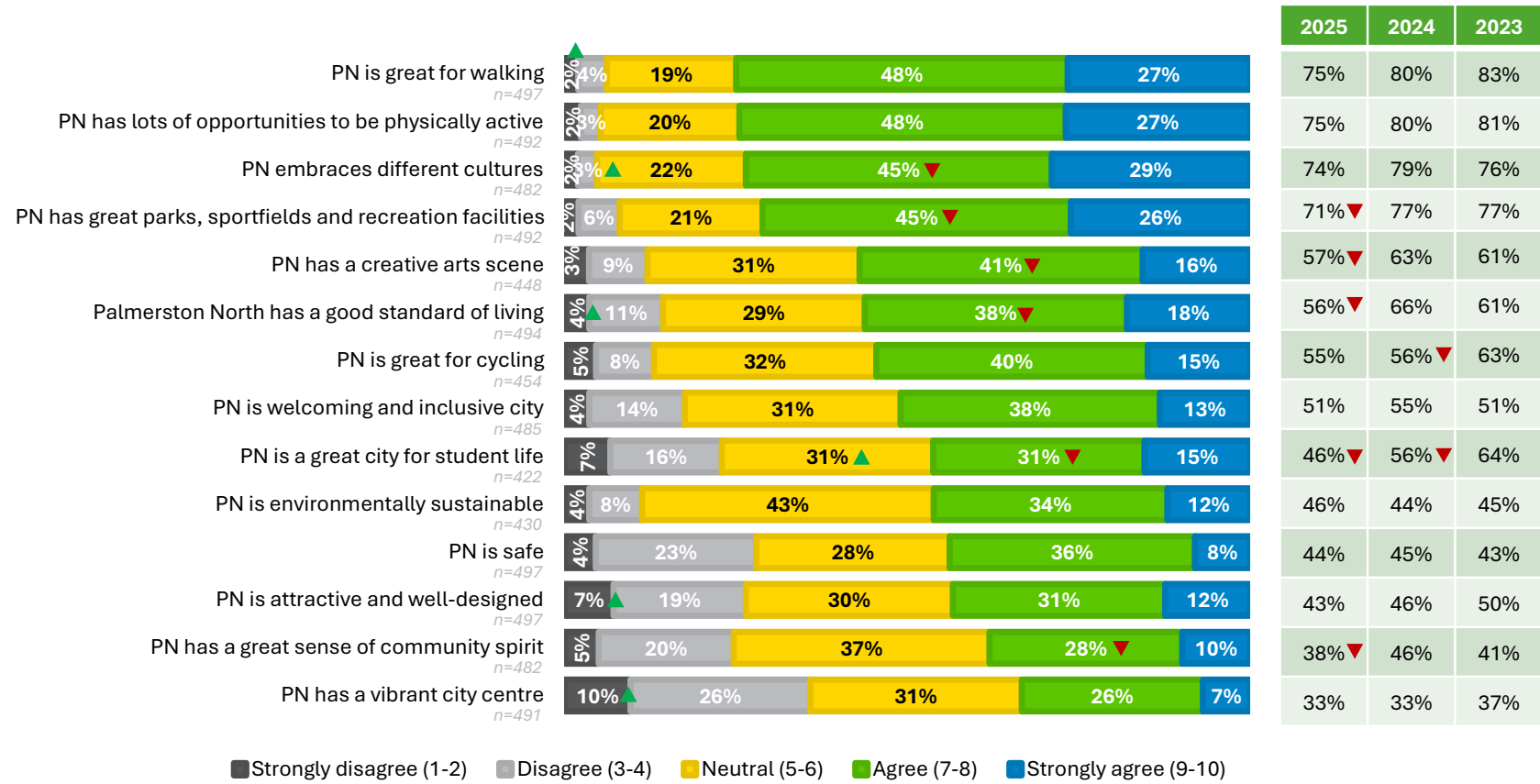
▲ Significantly higher
▼ Significantly lower

NOTES:

1. OVLFS. When you think about all the facilities, infrastructure and services that the Palmerston North City Council provides, how satisfied are you overall with these? n=496
2. See page 45 for margin of error.



DRAFT Overall Perceptions of Palmerston North City



Year-on-year

- ▲ Significantly higher
- ▼ Significantly lower

Between demographics

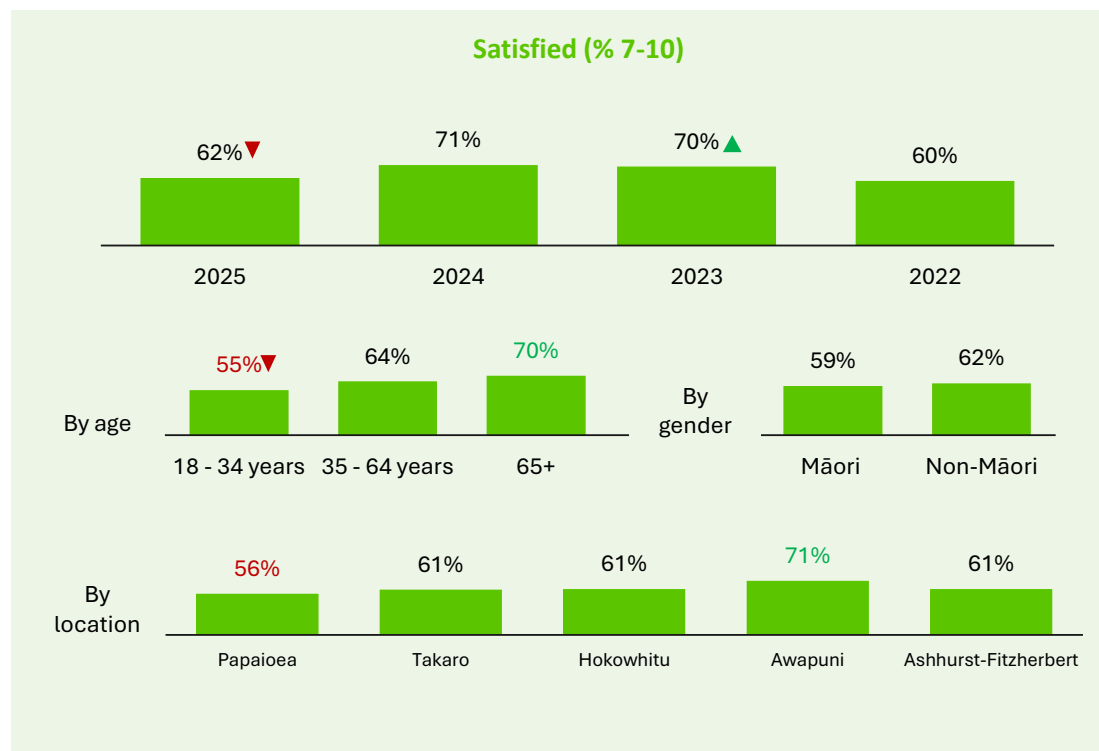
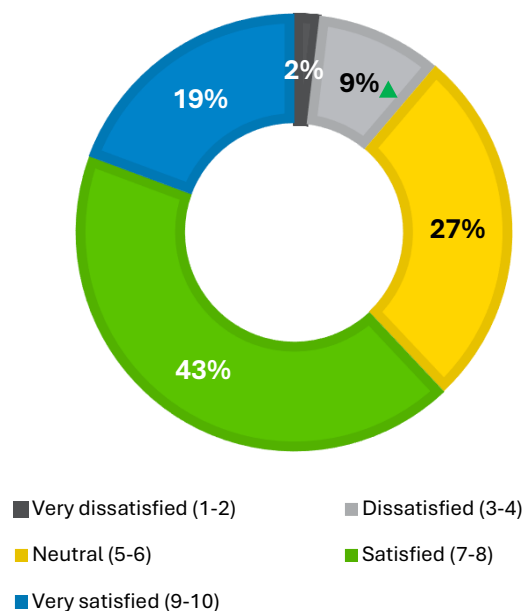
- ▲ Significantly higher
- ▼ Significantly lower

NOTES:

- PD1. Please indicate your overall perception of Palmerston North using the 1-10 scale where 1 means 'strongly disagree' and 10 means 'strongly agree'
- See page 45 for margin of error.

DRAFT

Number and Range of Free Public Events



Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

1. PE1. How satisfied are you with the number and range of free public events throughout the year in Palmerston North (e.g. Festival of Cultures, Esplanade Day, New Year's Eve)? n=435
2. See page 45 for margin of error.

DRAFT

Satisfaction with Services and Infrastructure



DRAFT

Water related Infrastructure



Overall Satisfaction

- A significantly lower number of residents report satisfaction with the Council's management of water related infrastructure in 2025 compared to 2024 (61% in 2025 compared to 69% in 2024).
- Residents of Ashhurst-Fitzherbert (79%) had the lowest levels of satisfaction with this measure at 54%.

Water Supply

- Among connected residents, over seven in ten (74%) are satisfied with the **Water supply**, on par with 2024 (75%).
- Residents in the Takaro (81%) and Awapuni (82%) express significantly higher satisfaction with this service compared to residents in other locations.

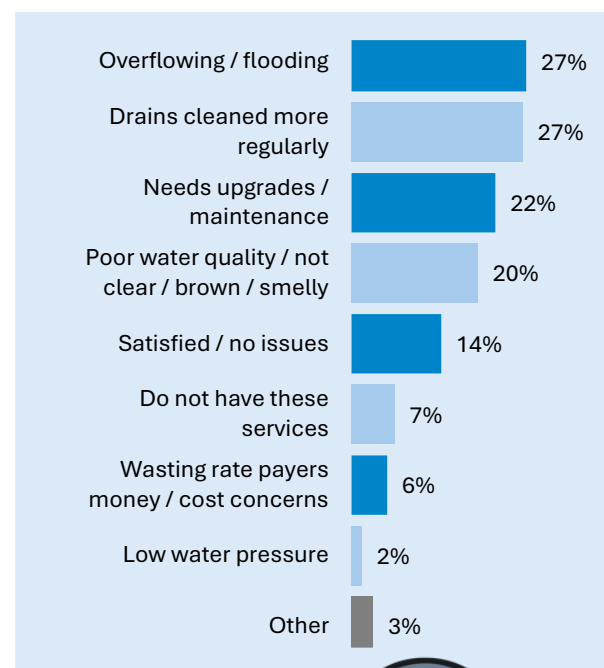
Sewerage System

- In keeping with the 2024 findings, 73% of residents are satisfied with the Council's **Sewerage system** (71% in 2024). This perception is consistent across demographic groups.

Stormwater Services

- A decline satisfaction with the **Stormwater services** (57%) has been observed since 2024 (66%)
- Declines in satisfaction are evident across all sub-groups, with notable decreases among Non-Māori (from 67% in 2024 to 59% in 2025), those in the Hokowhitu (from 77% in 2024 to 63% in 2025), and Ashhurst-Fitzherbert (from 64% in 2024 to 45% in 2025).

Comments (n=171)



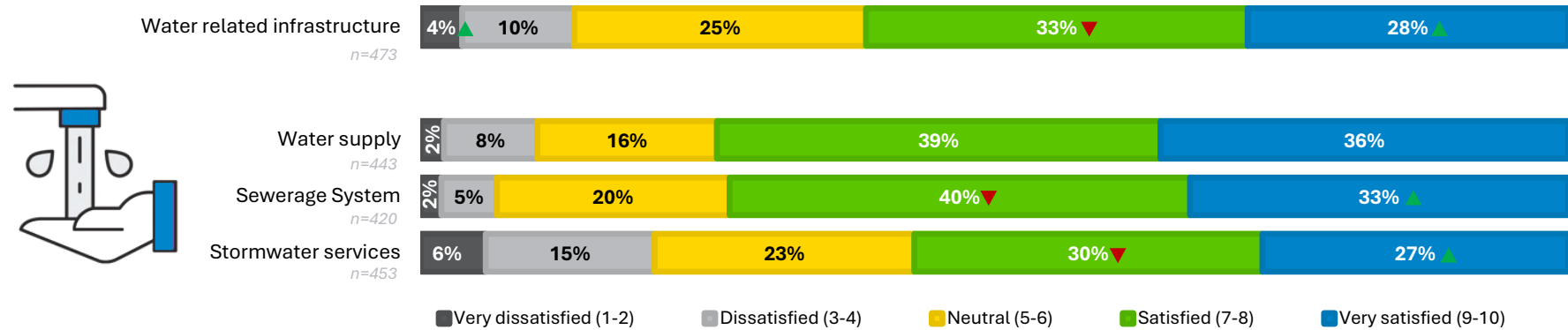
NOTES:

- IW2. Do you have any comments about the city's water related infrastructure?



DRAFT

Water related Infrastructure



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Water-related infrastructure	61%▼	69%	68%	72%	77%	72%	76%	56%	62%▼	57%	61%	63%	69%	54%
Water supply*	74%	75%	76%	80%	84%	82%	82%	65%	76%	73%	81%	73%▼	82%	62%
Sewerage system*	73%	71%	72%	75%	76%	80%	78%	69%	74%	73%	70%	73%	75%	74%
Stormwater services	57%▼	66%	62%	63%	72%	71%	66%	48%	59%▼	53%	63%	63%▼	60%	45%▼

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

Significantly higher
Significantly lower

NOTES:

1. IW1. How satisfied are you with each of the following Council services?
2. *Asked to connected residents only.
3. See page 45 for margin of error.

DRAFT

Roading Infrastructure

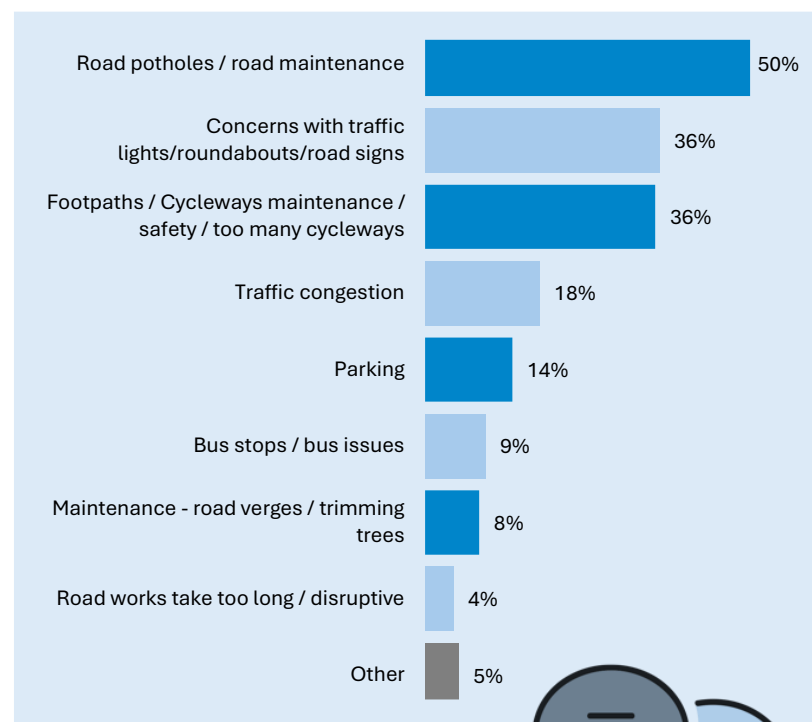


Overall Satisfaction

- Satisfaction with **Roading-related infrastructure** remains on par with 2024, now reporting at 29% compared to 27%.
- While satisfaction across most sub-groups remains consistent, residents in Ashhurst-Fitzherbert recorded a significant decline, from 36% in 2024 to 20% in 2025.

Related Measures

- Amongst all related measures, **Street lighting throughout the city** recorded the highest satisfaction rating of 47%.
- Satisfaction with **Footpaths throughout the city** has significantly increased among those in Takaro, rising from 25% in 2024 to 41% in 2025.
- **Ease of moving around the city at peak times** was the lowest rated measure at 27%.



NOTES:

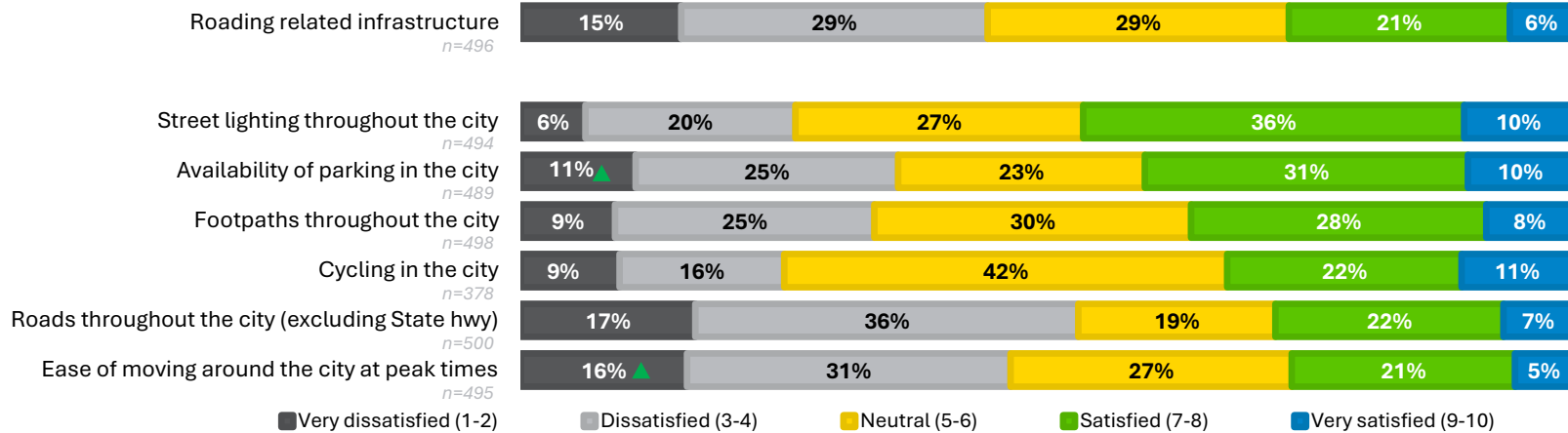
1. VB2. Do you have any comments about the city's roading infrastructure?



DRAFT

Roading-related Infrastructure

n=473



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Roading-related infrastructure	27%	29%	32%	35% ▼	48%	46%	53%	23%	28%	24%	30%	31%	30%	20% ▼
Street lighting throughout the city	47%	49%	51% ▼	63%	63%	60%	64%	42%	47%	51%	46%	46%	42%	45%
Availability of parking in the city	41%	41%	41%	42% ▼	49%	49%	55%	33%	42%	36%	38%	41% ▼	43%	46%
Footpaths throughout the city	36%	36%	39% ▼	47%	47%	52%	51%	34%	37%	35%	41% ▲	36%	34%	38%
Cycling in the city	33%	36%	43%	45% ▼	53%	53%	50%	33%	33%	32%	38%	27% ▼	40%	30%
Roads throughout the city (excluding State hwy)	28%	28%	28% ▼	37% ▼	51%	51%	56%	25%	29%	28%	23%	31%	30%	26%
Ease of moving around the city at peak times	27%	31%	35%	36% ▼	45%	41%	42%	28%	26%	22%	25%	29% ▼	30%	27%

Year-on-year

Between demographics

▲ Significantly higher
▼ Significantly lower

Significantly higher
Significantly lower

NOTES:

1. ID1. How satisfied are you with each of the following?
2. See page 45 for margin of error.

DRAFT

Rubbish Disposal Services



Overall Satisfaction

- Overall satisfaction with **Recycling and rubbish services** and related measures have improved since 2024.
- Nearly seven in ten residents (68%) are satisfied with the **Recycling and rubbish services** provided by the Palmerston North City Council.

Kerbside rubbish and recycling collection

- The majority of residents who receive the **Council's kerbside and recycling collection services** are satisfied (83%).
- Satisfaction is highest in Awapuni, at 92%, when compared to other locations within the City.

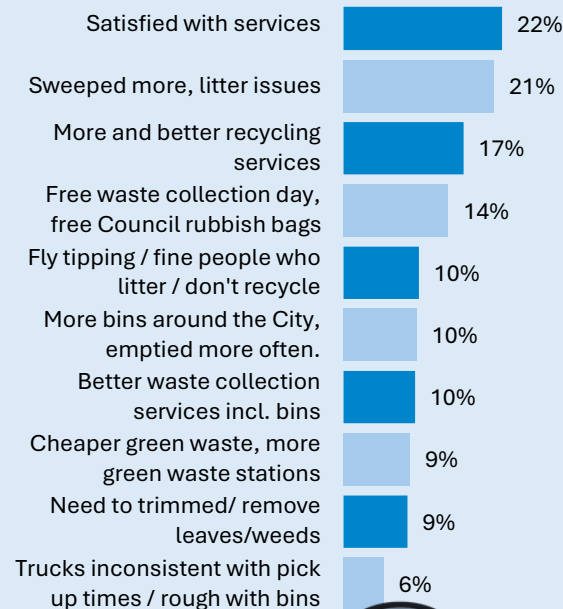
Drop off points for recycling services, green waste and the transfer station in Ashhurst

- 72% of residents are satisfied with **Drop off points for recycling services, green waste and the transfer station in Ashhurst**.

Litter control

- Satisfaction with **Litter control** (56%) has improved by 4% points since 2024 (52%).
- This improvement is likely driven by significantly higher satisfaction among residents in Takaro (67%) and Awapuni (65%) compared to 2024.

Comments (n=170)



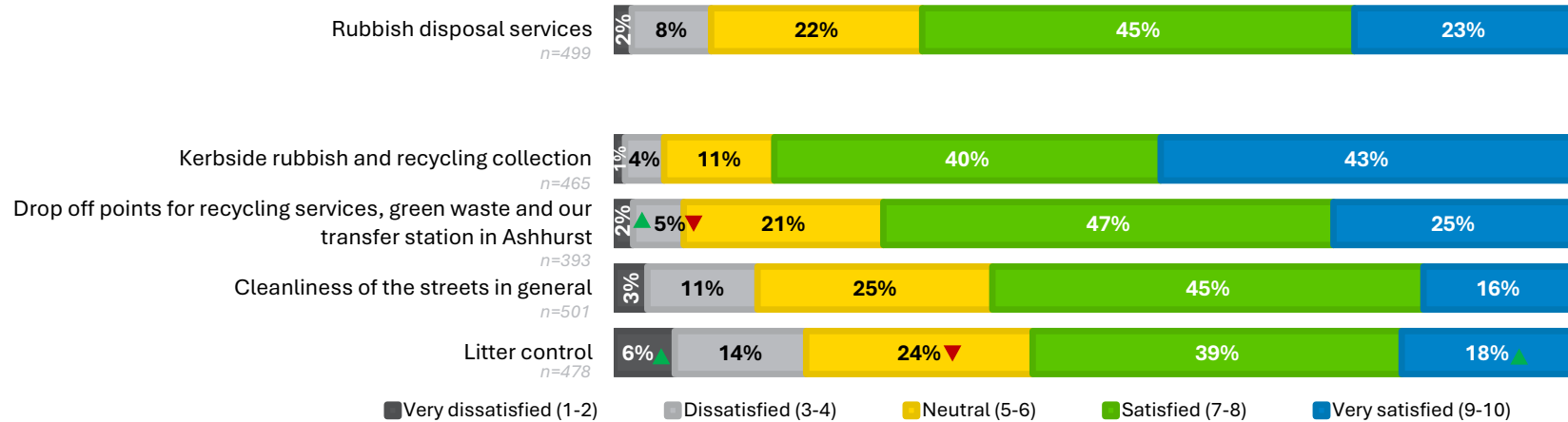
NOTES:

- VB4. Do you have any comments about any of these services that the Palmerston North City Council provides?



DRAFT

Rubbish Disposal Services



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Rubbish disposal services	68%	67%	70%	69%▼	76%	76%	76%	65%	68%	66%	72%	69%	67%	67%
Kerbside rubbish and recycling collection	83%	80%	82%	78%▼	85%	84%	85%	82%	84%	78%	84%	83%	92%	80%
Drop off points for recycling services, green waste and our transfer station in Ashhurst	72%	69%	68%	69%	71%	72%	73%	73%	72%	65%	71%	82%	76%	68%
Cleanliness of the streets in general	61%	59%	65%	65%	72%	71%	71%	58%	61%	62%	62%	63%	59%	56%
Litter control	56%	52%	58%	57%▼	61%	65%	64%	56%	56%	51%	67%▲	61%	65%▲	39%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

1. RD1. How satisfied are you with each of the following?
2. See page 45 for margin of error.

DRAFT

Regulatory Services



Overall Satisfaction

- Nearly half (47%) of respondents are satisfied with the overall **Regulatory services**, marking a 6% point decline since 2024 (53%).
- Residents of Ashhurst-Fitzherbert are significantly less likely to be satisfied with this service compared to those in the Papaioea (49%) and Hokowhitu (54%).

Control of Roaming/Barking Dogs

- Satisfaction with the **Control of roaming dogs** and **Control of barking dogs** sits at 52% and 45% respectively, remaining relatively consistent with 2024 (54% and 49% respectively).
- Residents in Hokowhitu (59%) are significantly more likely to be satisfied with **Control of barking dogs** compared to those in Takaro (32%) and Ashhurst-Fitzherbert (34%).

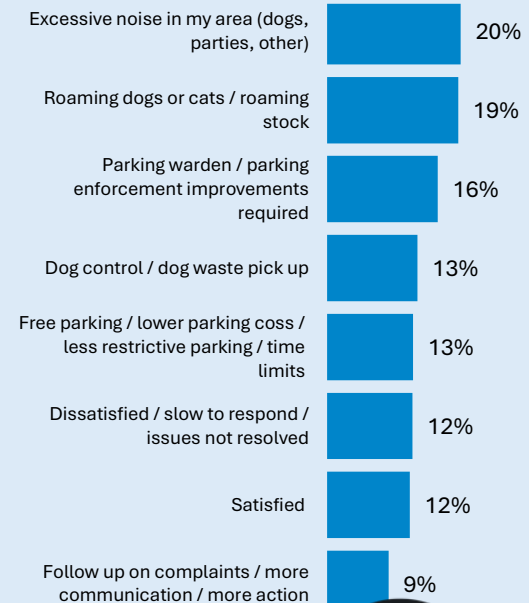
Control of Noise

- Respondents in the Hokowhitu are significantly more likely to be satisfied with the **Control of noise** compared to those in Ashhurst-Fitzherbert (52% compared to 32%).

Parking enforcement

- Satisfaction with **Parking enforcement** has significantly declined, from 47% to 39%.
- This is likely driven by a significant decrease among Awapuni residents, where satisfaction declined from 52% in 2024 to 32% in 2025.

Comments (n=125)



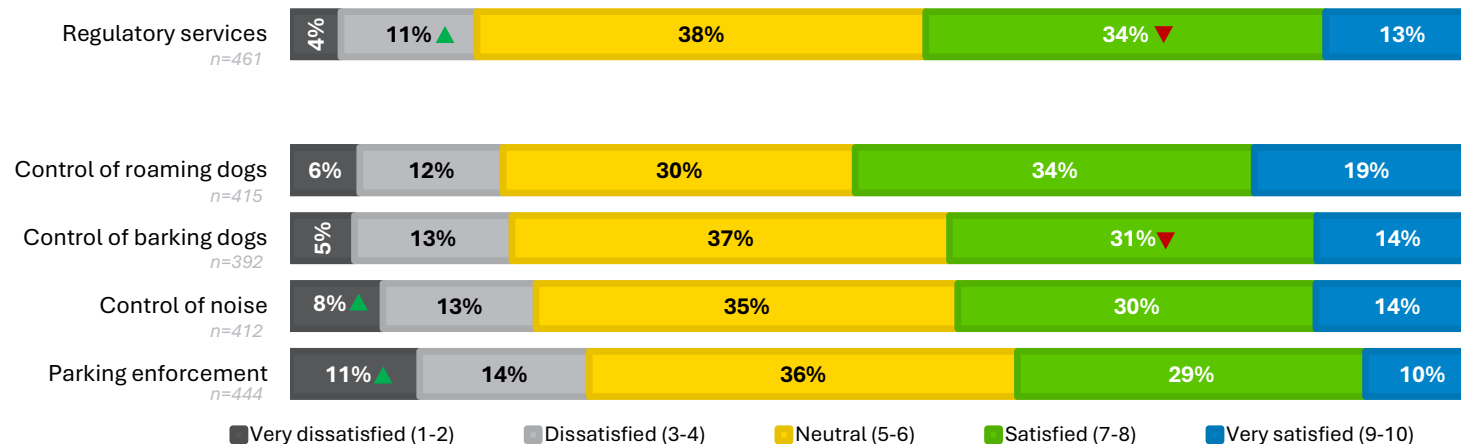
NOTES:

- VB3. Do you have any comments about any of these services that the Palmerston North City Council provides?



DRAFT

Regulatory Services



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Regulatory services	47%	53%	55%	57%	67%	61%	64%	39%	48%	49%	48%	54%	44%	35%
Control of roaming dogs	52%	54%	59%	63%	62%	64%	65%	50%	53%	50%	40%	64%	51%	55%
Control of barking dogs	45%	49%	51%	50%	57%	54%	56%	43%	45%	46%	32%	59%	45%	34% ▼
Control of noise	44%	49%	55%	53%	62%	60%	62%	49%	43%	45%	41%	52%	45%	32%
Parking enforcement	39% ▼	47%	47%	46%	56%	55%	58%	29% ▼	41%	42%	35%	44%	32% ▼	40%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

1. RM1. How satisfied are you with each of the following?
2. See page 45 for margin of error.

DRAFT

Satisfaction with Parks, Reserves, Open Spaces and Other Public Facilities

DRAFT

Parks, Reserves and Open Spaces



Overall Satisfaction

- Overall satisfaction with **Open spaces management and maintenance** has declined year-on-year (69% from 78% in 2024).
- A decline in satisfaction has been reported across all demographic groups, with significantly lower results among those in Hokowhitu (67% from 80%) and Ashhurst-Fitzherbert (68% from 86%) compared to 2024.

Parks, reserves and green spaces

- Visitation to **Parks, reserves, and green spaces** remains high at 89%, making them the most frequently visited open space overall.
- However, satisfaction has declined from 83% in 2024 to 73% in 2025.

Walkway or shared pathway

- Most residents have **Used a walkway or shared pathway** (87%) in the last 12 months.
- Satisfaction remains high with over three quarters (76%) of respondents satisfied.

Sports fields and playgrounds

- Visitation to **Sports fields and playgrounds** is high at 72%, with over 61% of respondents satisfied with these facilities.
- Satisfaction is significantly higher among Ashhurst-Fitzherbert residents (69%) compared to those in Papaioea (54%).

Public Swimming Pool

- Once or twice a month (10%) visitation to a **Public swimming pool** has significantly increased since 2024 (6%).
- However, satisfaction with this facility has significantly declined over the past year (from 67% to 54%)

Public Toilets

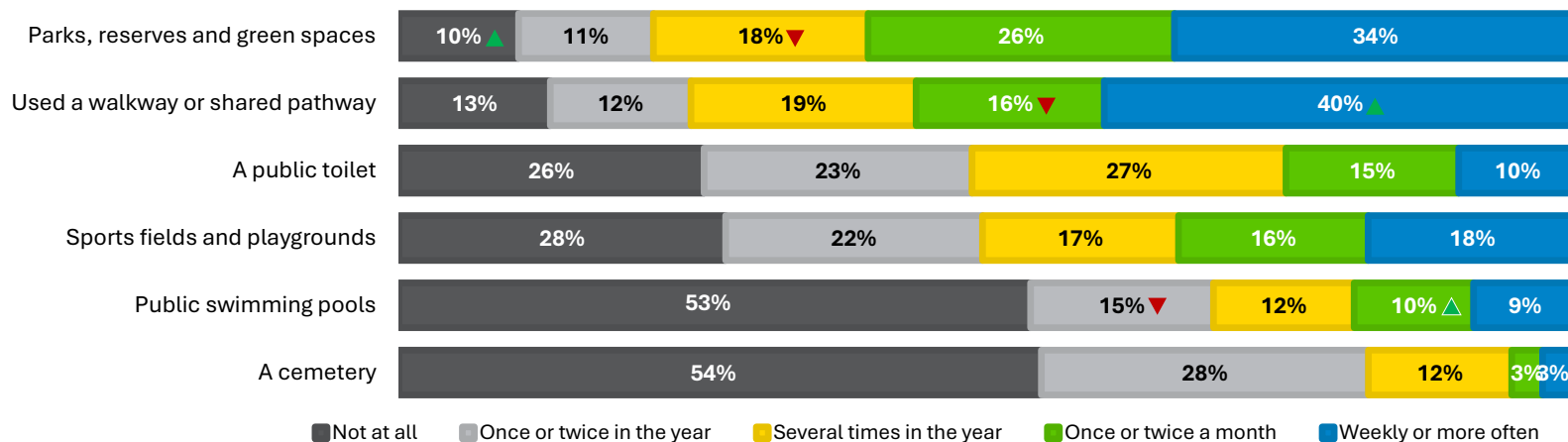
- 46% of residents have used a **Public toilet** in the last 12 months.
- Over four in ten residents (44%) are satisfied with this facility.

Cemeteries

- Among all facilities, cemeteries have the lowest visitation rate at 45%.
- Satisfaction with the maintenance of cemeteries has increased from 54% in 2024 to 60% in 2025.

DRAFT

Parks, Reserves and Open Spaces: Visitation



Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019
Parks, reserves and green spaces	89% ▼	94%	95%	93% ▲	89% ▼	94%	94%
Used a walkway or shared pathway	87%	88%	90% ▲	86%	87%	90%	87%
A public toilet	74%	74%	76%	72%	71%	74%	82%
Sports fields and playgrounds	72%	76%	75%	74%	72%	75%	77%
Public swimming pools	46%	51%	52%	53%	56%	59%	59%
A cemetery	45%	40%	41%	38%	41%	41%	45%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

Significantly higher
Significantly lower

NOTES:

1. PRO1. In the last 12 months, about how frequently have you visited or used each of the following: n=507
2. Percentages may not add up to 100% as 'Don't know' responses are not shown.
3. See page 45 for margin of error.

DRAFT

Parks, Reserves and Open Spaces: Satisfaction Overall



Open spaces management and maintenance
n=493



Walkway or shared pathway
n=485



Parks, reserves and green spaces
n=494



Sports fields and playgrounds
n=430



Maintenance of cemeteries
n=310



Public swimming pools
n=339



Public toilet
n=416



Very dissatisfied (1-2) Dissatisfied (3-4) Neutral (5-6) Satisfied (7-8) Very satisfied (9-10)

Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Open spaces management and maintenance	69% ▼	78%	78%	78%	86%	86%	83%	56% ▼	71% ▼	65%	62%	67% ▼	81%	68% ▼
Walkway or shared pathway	76% ▼	84%	84%	80%	86%	90%	84%	71%	77% ▼	75%	68%	78%	81%	72% ▼
Parks, reserves and green spaces	73% ▼	83%	83%	82%	88%	82%	86%	67%	74% ▼	67% ▼	68%	69% ▼	82% ▼	77% ▼
Sports fields and playgrounds	61% ▼	71%	73%	73%	81%	71%	77%	64%	60% ▼	54%	66%	61%	60%	69%
Maintenance of cemeteries	60%	54%	56%	57%	69%	65%	62%	56%	61%	61%	52%	55%	61%	70%
Public swimming pools	54% ▼	67%	65%	62%	78%	59%	68%	52%	54% ▼	53%	57%	60%	51% ▼	47% ▼
Public toilet	44%	50%	50%	53%	63%	52%	54%	42%	44%	45%	51%	47% ▼	38%	40% ▼

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

Significantly higher
Significantly lower

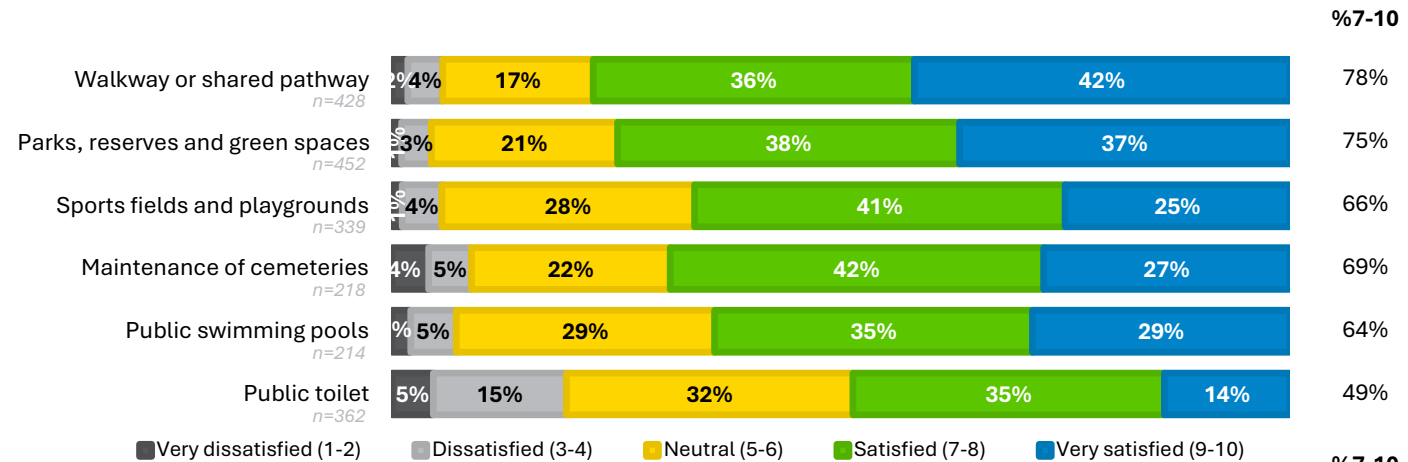
NOTES:

- PRO2. How satisfied are you with each of the following?
- See page 45 for margin of error.

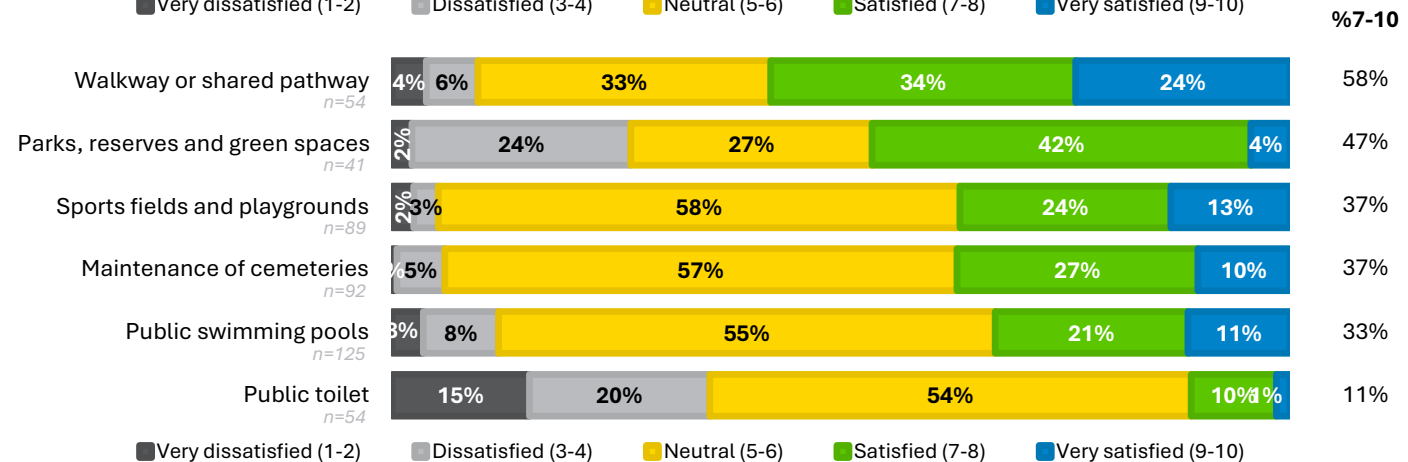
DRAFT

Parks, Reserves and Open Spaces: Satisfaction among Users vs Non-Users

Users



Non-Users



Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

1. PRO2. How satisfied are you with each of the following?
2. See page 45 for margin of error.

DRAFT

Public Facilities



Overall Satisfaction

- Satisfaction with overall **Public facilities** remains high at 71% in 2025 although this has declined from 81% in 2024.

Public Library

- The **Public library** is the most visited public facility in the city, with 62% of residents having visited in the past 12 months.
- Satisfaction with this facility is highest amongst respondents in Ashhurst-Fitzherbert at 83%.

Regent Theatre

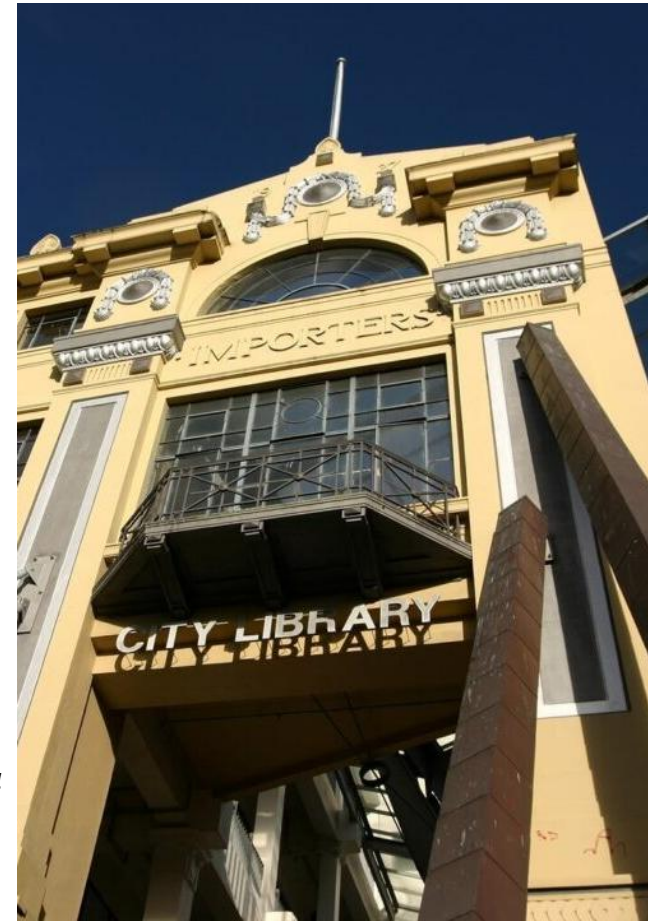
- More than half of residents (55%) have visited the **Regent Theatre** in the past 12 months, with most visiting once or twice a year (34%).
- Satisfaction with this facility remains high at 74%.

Te Manawa

- Visitation to Te Manawa has decreased since 2024, from 59% to 52% in 2025.
- In addition, satisfaction has also declined from 75% in 2024 to 69% in 2025.

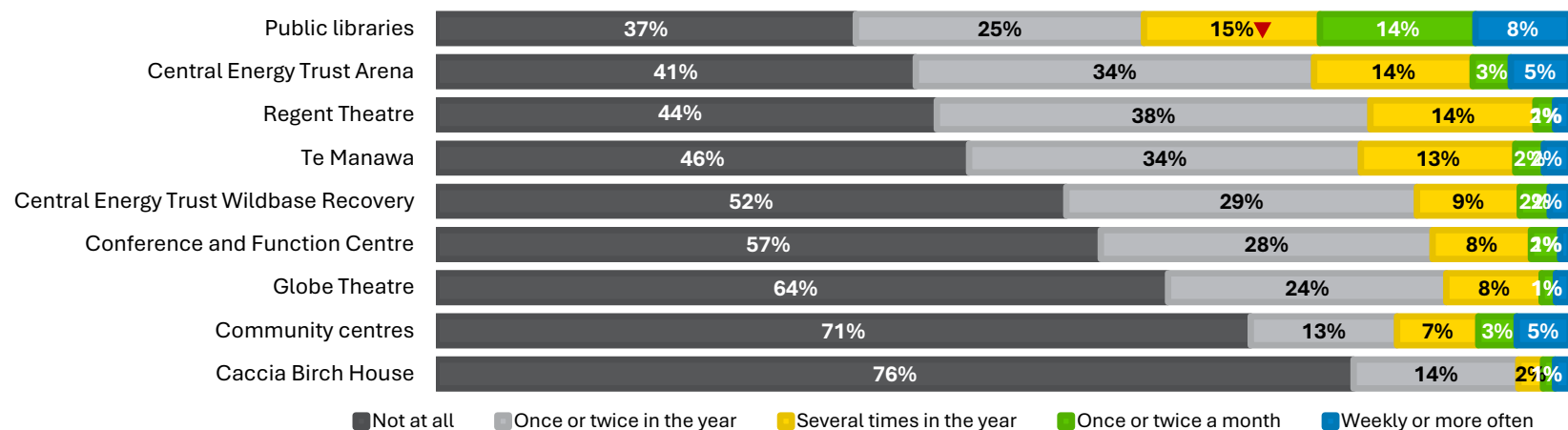
Other Facilities

- Satisfaction with other facilities such as **Central Energy Trust Arena** (64%) and **Central Energy Trust Wildbase Recovery** (55%) remains relatively consistent year-on-year.



DRAFT

Public Facilities: Visitation



Year	2025	2024	2023	2022	2021	2020	2019
Public libraries	62%	65%	66%	67%	67%	74%	71%
Central Energy Trust Arena	57%	56%	58%	46%	44%	34%	-
Regent Theatre	55%	58%	56%	54%	56%	69%	65%
Te Manawa	52% ▼	59%	55%	57%	60%	66%	60%
Central Energy Trust Wildbase Recovery	42%	45%	42%	54%	48%	66%	60%
Conference and Function Centre	40%	38%	35%	37%	35%	48%	44%
Globe Theatre*	35%	-	-	-	-	-	-
Community centres*	28%	-	-	-	-	-	-
Caccia Birch House*	18%	-	-	-	-	-	-

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

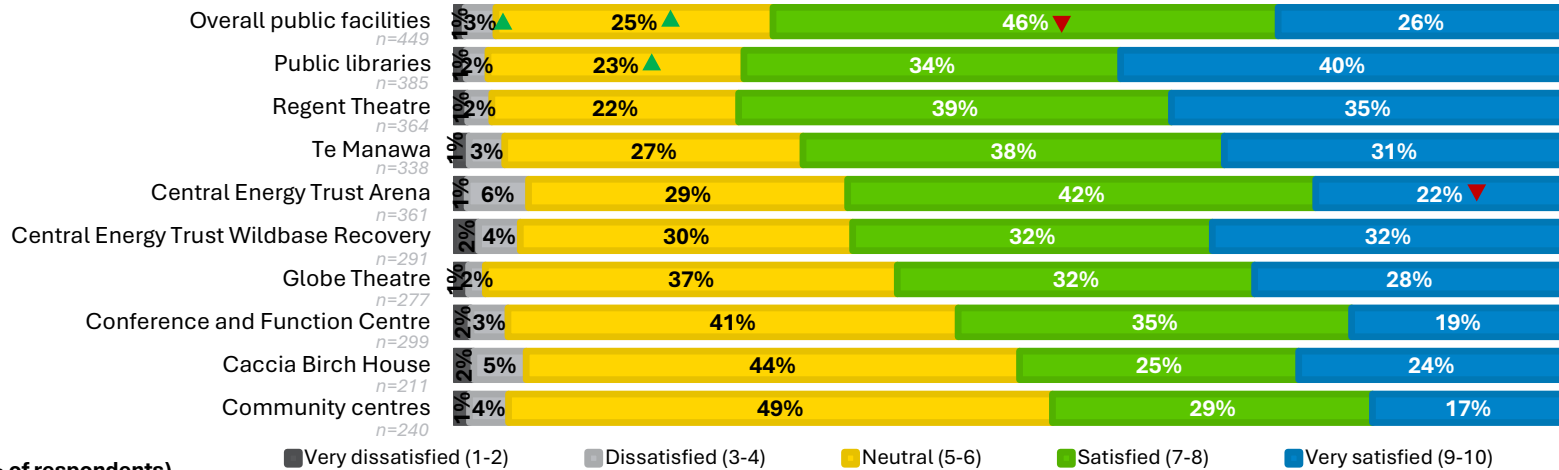
▲ Significantly higher
▼ Significantly lower

NOTES:

1. OF1. In the last 12 months, about how many times have you visited each of the following: n=508
2. Percentages may not add up to 100% as 'Don't know' responses are not shown.
3. *New facility added in 2024/2025 survey. No historical data available.
4. See page 45 for margin of error.

DRAFT

Public Facilities: Satisfaction Overall



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Overall public facilities	71%▼	81%	79%	80%	84%	84%	84%	68%	72%▼	66%	72%	70%	73%▼	78%
Public libraries	74%▼	82%	80%	82%	85%	84%	83%	75%	74%	70%	77%	75%	68%▼	83%
Regent Theatre	74%	77%	77%	77%	80%	78%	82%	69%	75%	67%	67%	76%	82%	80%
Te Manawa	69%	75%	75%	77%	81%	76%	80%	58%	71%	65%	55%	75%	70%	73%
Central Energy Trust Arena	65%	67%	71%	68%	68%	68%	70%	66%	64%	61%	62%	65%	71%	62%
Central Energy Trust Wildbase Recovery	64%	71%	66%	70%	73%	71%	-	59%	65%	53%	53%	77%	63%	70%
Globe Theatre*	60%	-	-	-	-	-	-	52%	62%	58%	50%	65%	61%	61%
Conference and Function Centre	55%	60%	54%	58%	53%	60%	63%	51%	55%	48%	50%	63%	62%	49%
Caccia Birch House*	49%	-	-	-	-	-	-	43%	50%	50%	39%	54%	45%	50%
Community centres*	46%	-	-	-	-	-	-	44%	47%	43%	53%	46%	49%	42%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

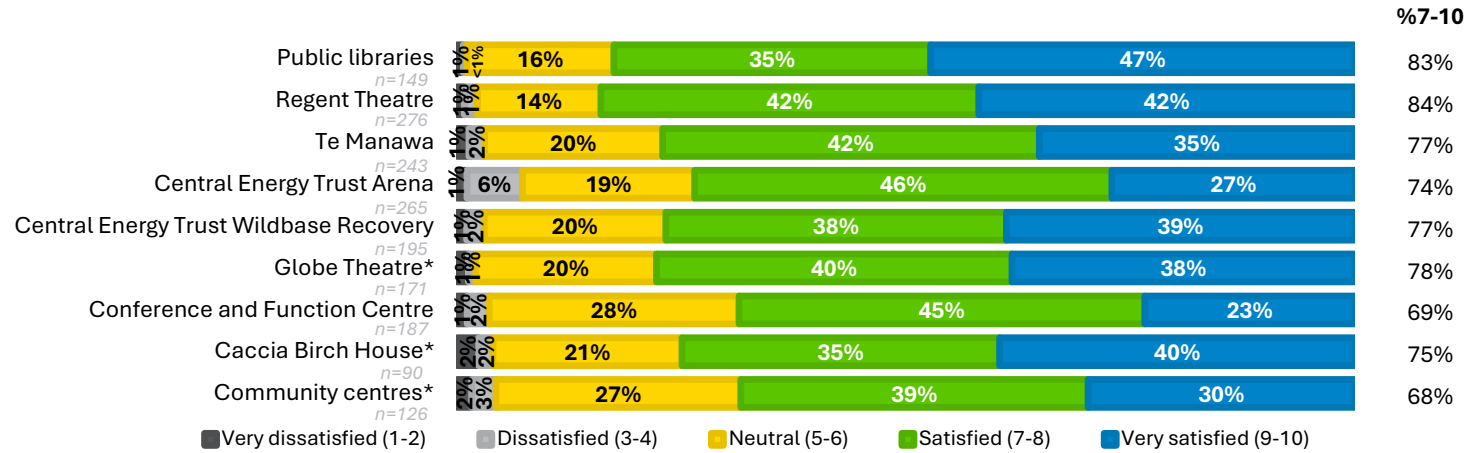
NOTES:

- OF2. How satisfied are you with each of the following venues?
- *New facility added in 2024/2025 survey. No historical data available.
- See page 45 for margin of error.

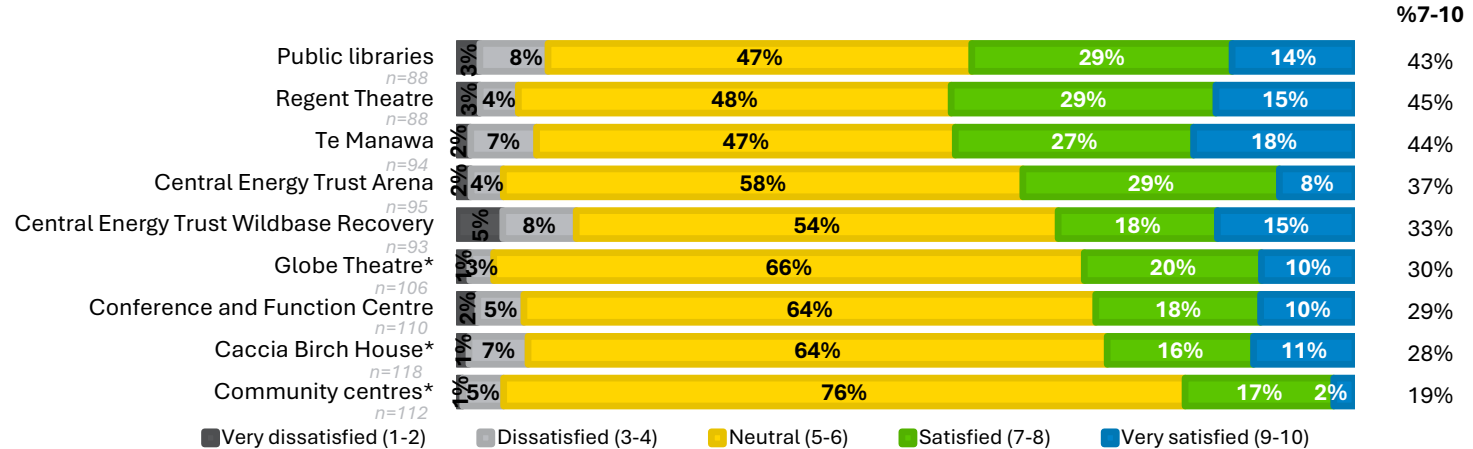
DRAFT

Parks, Reserves and Open Spaces: Satisfaction among Users vs Non-Users

Users



Non-Users



Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

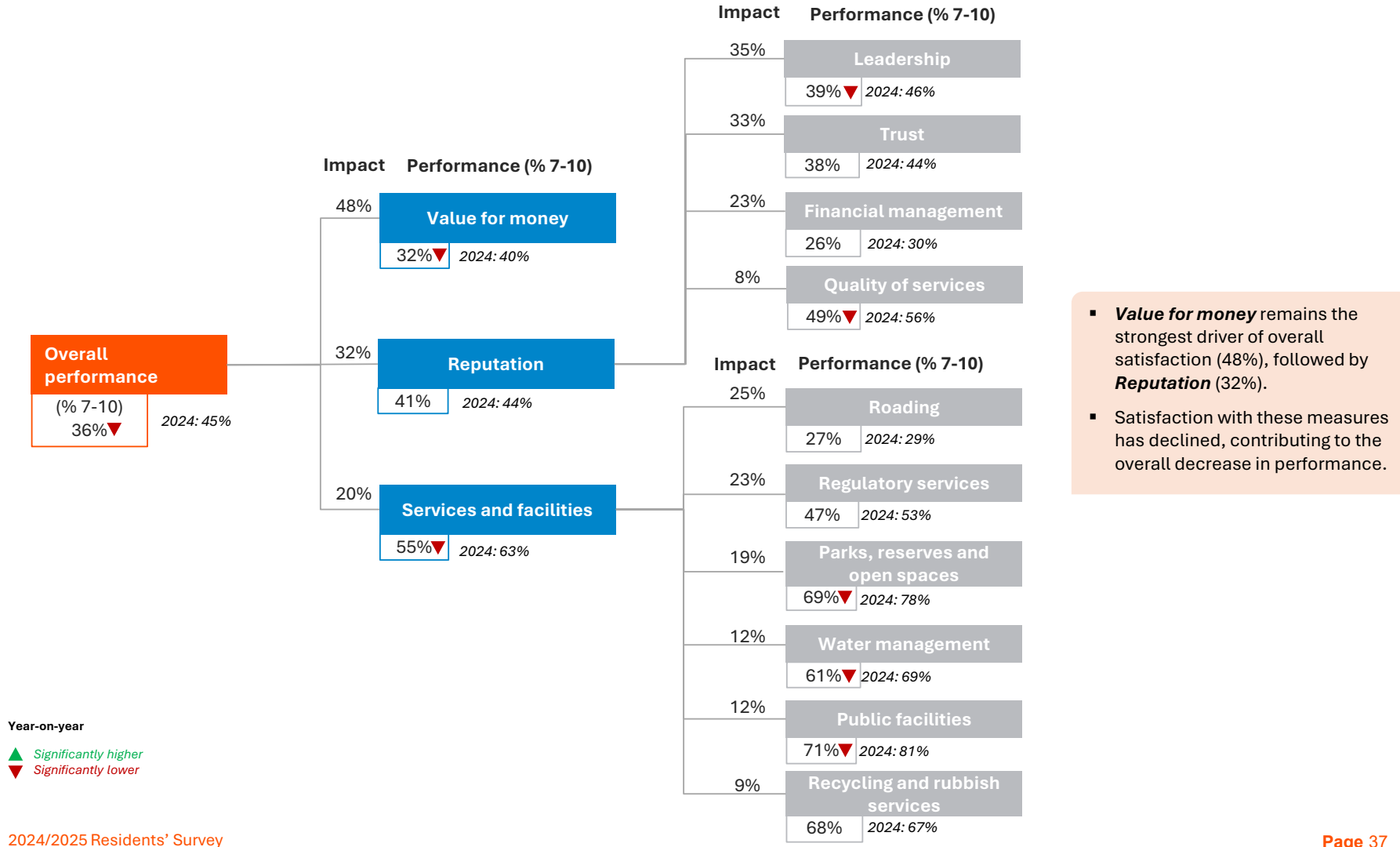
1. OF2. How satisfied are you with each of the following venues?
2. *New facility added in 2024/2025 survey. No historical data available.
3. See page 45 for margin of error.

DRAFT

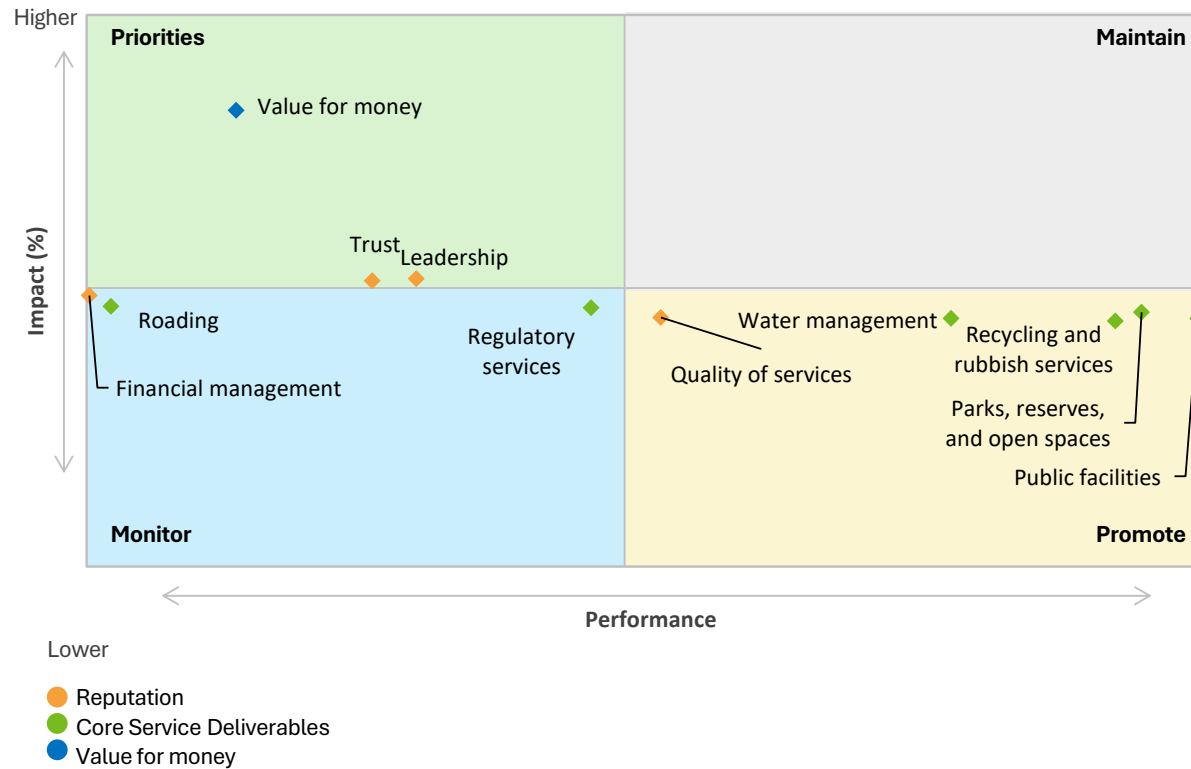
Drivers of Overall Satisfaction



Drivers of Perceptions of Palmerston North City Council's Performance



Opportunities and Priorities: Overall measures



With **Value for money** and **Reputation** being the strongest drivers of overall satisfaction, and satisfaction across these measures having declined, key areas for improvement are largely related to these measures, including:

- Value for money
- Trust
- Leadership

DRAFT

Leadership and Reputation

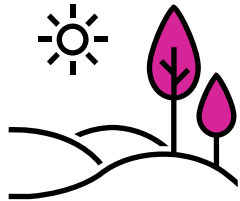


DRAFT

Leadership and Reputation

Overall Performance of the Mayor and Councillors

- Over one third (37%) of residents are satisfied with ***The overall performance of the Mayor and Councillors.***
- This perception is strongest amongst respondents in Awapuni at 44%.
- However, satisfaction among residents in Hokowhitu has significantly decreased in the past 12 months from 51% to 32%.



The overall performance of Council staff

- Nearly half (48%) of residents are satisfied with ***The overall performance of Council staff.***
- This remains on par with the results of the previous three years.

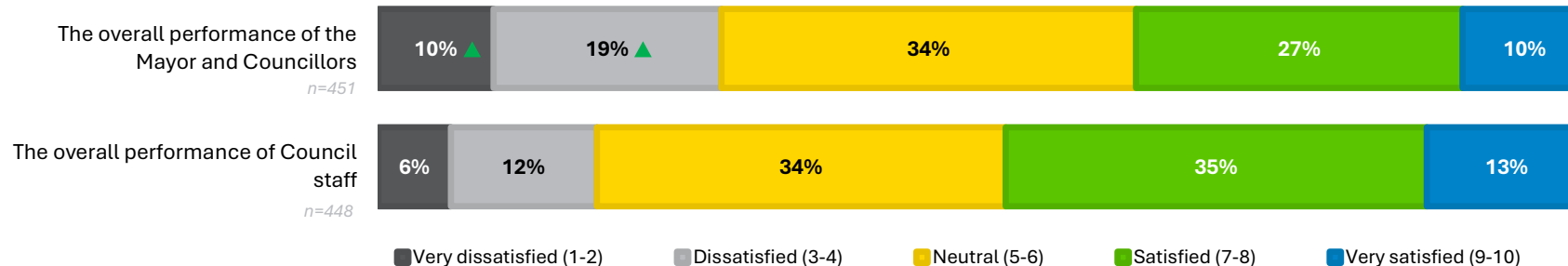
Reputation Benchmark

- The reputation benchmark has declined to the 'poor' range at +54.
- The Council's Reputation benchmark score is highest in Awapuni (+66) and amongst residents aged 65 and over (+67).
- However, the Council's Reputation benchmark score is lowest amongst residents in Takaro (+47).



DRAFT

Performance of the Mayor, Councillors and Council staff



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
The overall performance of the Mayor and Councillors	37%	42%▼	48%	47%▼	61%	58%	54%	42%	36%	36%	36%	32%▼	44%	39%
The overall performance of Council staff	48%	52%	48%	51%▼	65%	61%	56%	41%	49%	46%	55%	50%	45%▼	48%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

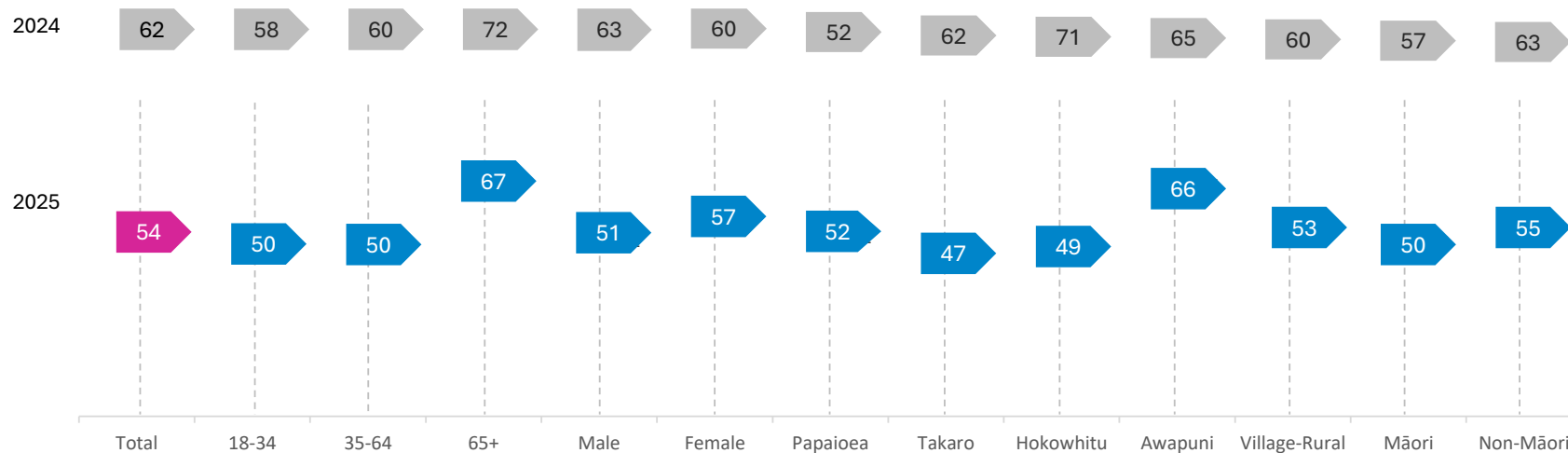
▲ Significantly higher
▼ Significantly lower

NOTES:

1. LS2. And overall, when you think about the role that Council has, how would you rate your overall satisfaction with the performance of the Mayor and Councillors and staff?
2. See page 45 for margin of error.

DRAFT

Reputation Benchmark



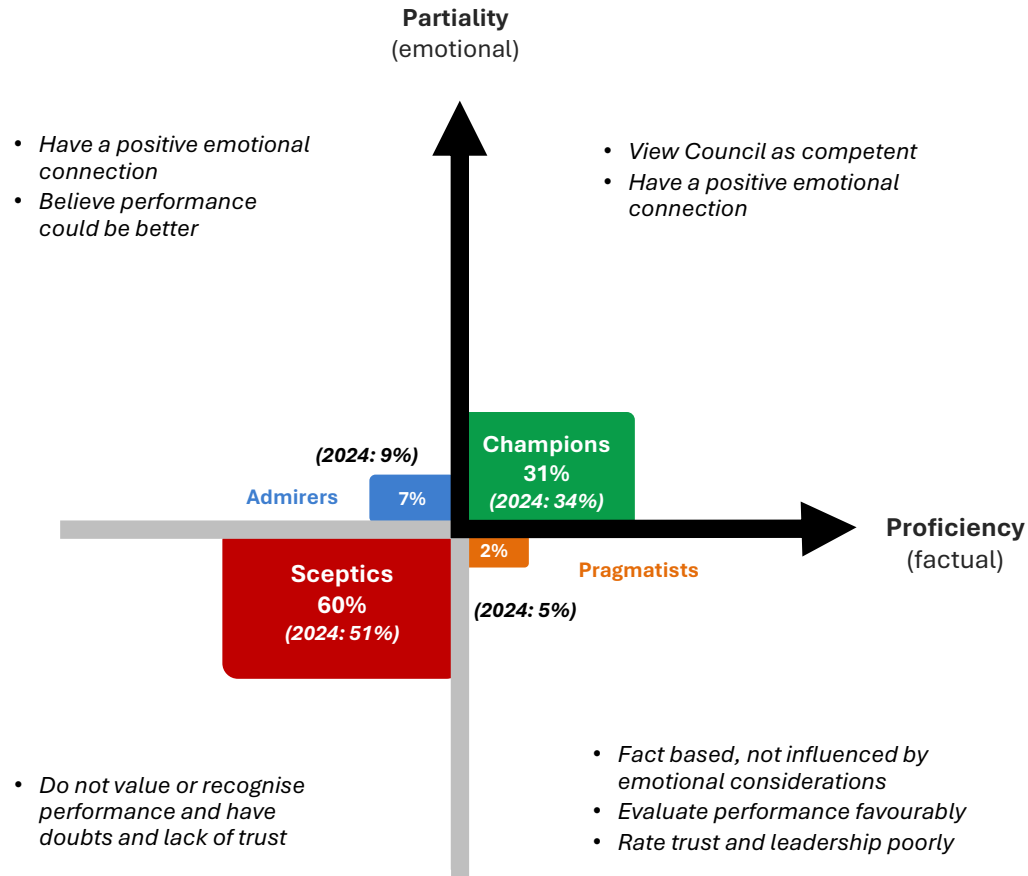
NOTES:

- The benchmark is calculated by rescaling the overall reputation measure to a new scale between -50 and +150 to improve granularity for the purpose of benchmarking

Key:	
>80	Excellent reputation
60-79	Acceptable reputation
<60	Poor reputation
150	Maximum score

DRAFT

Reputation Profile



- A negative shift in resident sentiment has been observed over the past year, with the proportion of *Champions* decreasing slightly by 3% points (from 34% in 2024 to 31% in 2025), while the proportion of *Sceptics* rose from 51% to 60%.
- Nearly seven in ten residents (69%) in Papaioea are identified as *Sceptics*.
- Pragmatists* (2%) are the group that mostly approves of the Council's decision-making, however, they lack trust and often are not satisfied with leadership performance.
- Only 7% of the City's residents are classified as *Admirers*. This group might not support all of Council's decisions, but overall, they trust that Council is acting in the best interests of the District.

NOTES:

- Segments have been determined using the results from a set of five overall level questions
- REP1_1 leadership, REP1_2 trust, REP1_3 financial management, REP1_4 quality of deliverables, REP2_1 overall reputation

DRAFT

Leadership and Reputation (continued)

Image and reputation

- A gradual decline in satisfaction with the Council's **Overall image and reputation** has been observed over the past 3 years, falling from 52% in 2022, to 50% in 2023, 44% in 2024, and down to 41% in 2025.
- Among related measures, **Quality of services** (49%) received the highest level of satisfaction.
- Meanwhile, just over one quarter of residents (26%) are satisfied with the Council's **Financial management**.

Direction Provided By Council

- Residents' satisfaction with the Council's **Tourism and visitor promotion**, as well as **Business promotion and attraction for Palmerston North**, has slightly increased, both rising by 2% points, from 37% to 39%.

Quality of Life and Confidence in the Future

- Residents' perception of their **Quality of life** remains high, at 74%.
- The perception of the **City is going in the right direction** is significantly higher amongst respondents who are aged 65 or over (52%) when compared to those aged 35-64 (31%).

Information and Decision-making Process

- Satisfaction with **The availability of information from Council** has remained consistent since 2024 at 47%.
- While satisfaction with **The ease of having a say in Council decision making** has increased by 4% points since 2024 (from 28% to 32%).

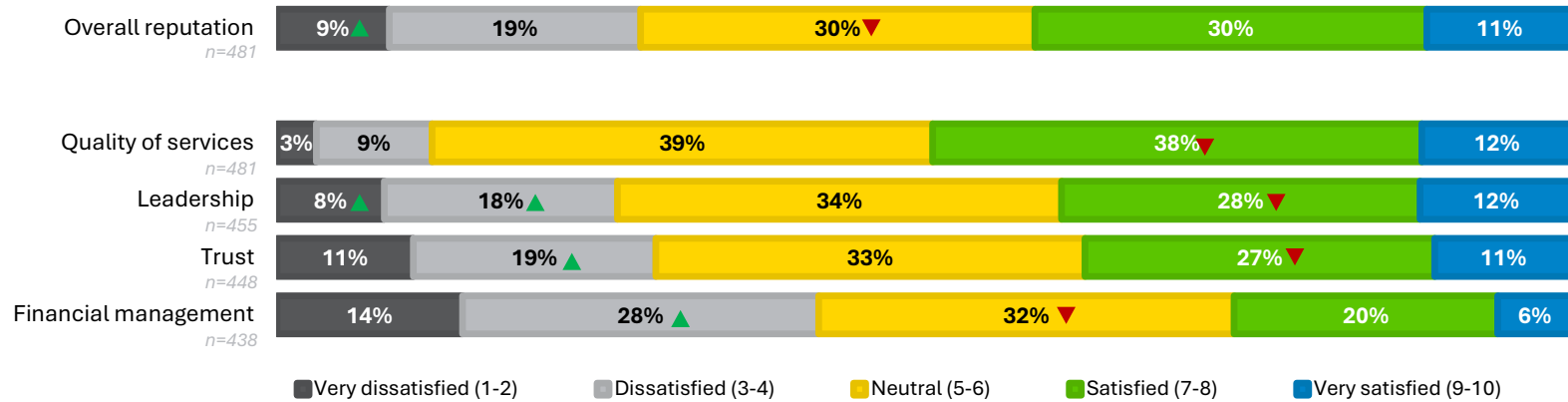
Customer Service

- Six in ten residents (60%) are satisfied with **Customer Service (being simple and easy to interact with)**.



DRAFT

Image and Reputation



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Overall reputation	41%	44%	50%	52% ▼	66%	66%	61%	36%	43%	38%	37%	38% ▼	53%	41%
Quality of services	49% ▼	56%	59%	57% ▼	73%	68%	65%	53%	49% ▼	47%	57%	49% ▼	47% ▼	50%
Leadership	39% ▼	46%	51%	49% ▼	65%	62%	55%	43%	39% ▼	33%	43%	37% ▼	50%	36%
Trust	38%	44%	41%	41% ▼	53%	51%	46%	39%	37% ▼	30%	36%	36% ▼	48%	39%
Financial management	26%	30%	32%	28% ▼	44%	39%	40%	28%	26%	19%	20%	24%	36%	32%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

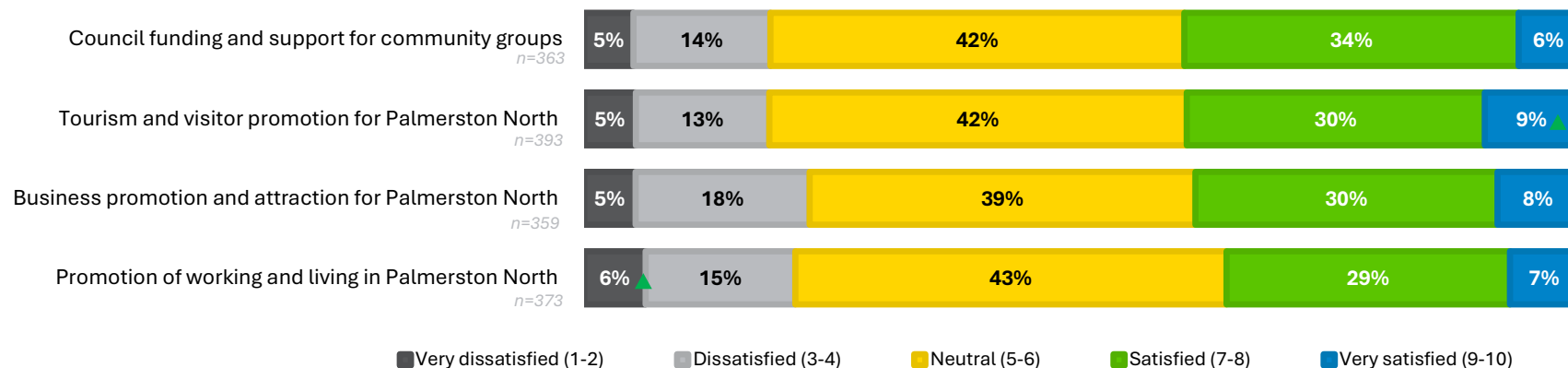
▲ Significantly higher
▼ Significantly lower

NOTES:

1. REP2. So, thinking about Palmerston North City Council in terms of the leadership it provides for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its overall REPUTATION?
2. REP1 Overall how would you rate Palmerston North City Council for?
3. See page 45 for margin of error.

DRAFT

Direction Provided By Council



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Council funding and support for community groups	40%	44%	42%	45% ▼	55%	53%	50%	38%	40%	38%	43%	43%	47%	26%
Tourism and visitor promotion for Palmerston North	39%	37%	44%	45%	52%	49%	50%	40%	39%	40%	46%	39%	43%	28%
Business promotion and attraction for Palmerston North	39%	37%	38%	42% ▼	51%	50%	43%	33%	40%	39%	37%	37%	53%	22%
Promotion of working and living in Palmerston North	35%	36%	38%	43% ▼	51%	47%	45%	35%	35%	35%	37%	31% ▼	44%	30%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

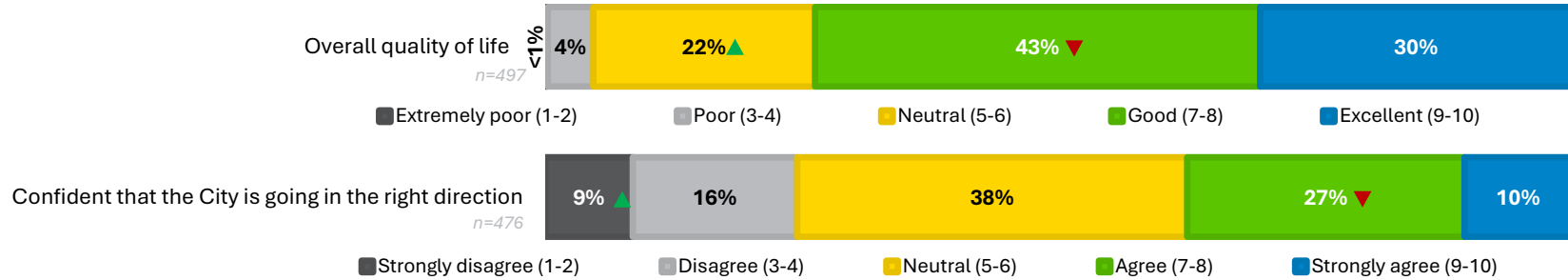
Significantly higher
Significantly lower

NOTES:

1. LS1. How satisfied are you with each of the following?
2. See page 45 for margin of error.

DRAFT

Quality of Life and Confidence in the Future



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	18-34	35-64	65+	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Overall quality of life	74% ▼	80%	75%	82%	64%	74% ▼	89%	68%	75%	67%	64%	80%	78%	78%
City is going in the right direction	37% ▼	49%	51%	59%	37%	31% ▼	52%	38%	37% ▼	34%	32% ▼	38% ▼	45%	36% ▼

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

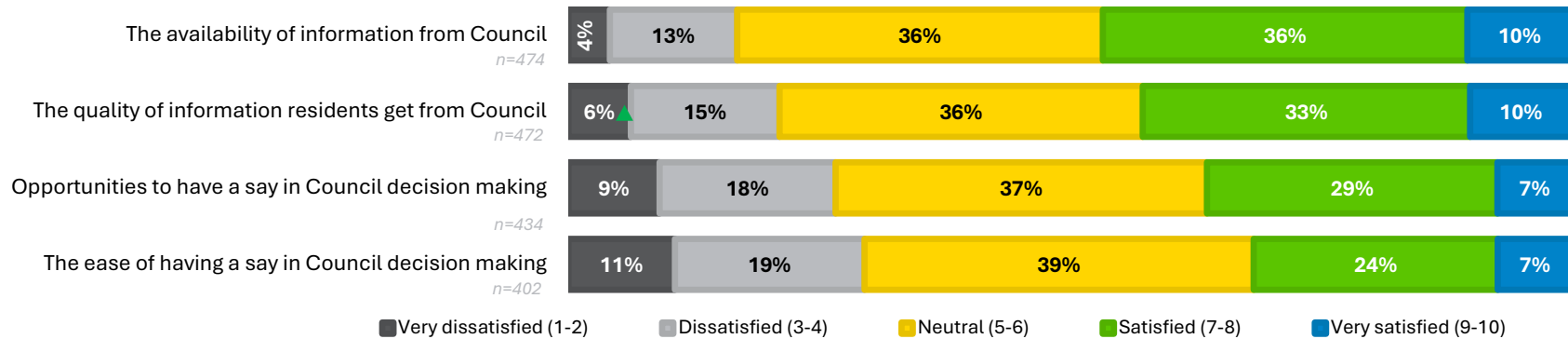
▲ Significantly higher
▼ Significantly lower

NOTES:

1. SEN1. On a scale of 1 to 10 where 1 is 'extremely poor' and 10 is 'excellent', how would you rate the overall quality of your life?
2. SEN2. On a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how strongly do you agree or disagree with the following statement about the City?
3. See page 45 for margin of error.

DRAFT

Information and Decision-making Process



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
The availability of information from Council	47%	47%	46%	49%▼	57%	55%	55%	43%	48%	45%	45%	45%	51%	47%
The quality of information residents get from Council	43%	45%	45%	49%	54%	54%	53%	45%	42%	40%	41%	43%	46%	44%
Opportunities to have a say in Council decision making	36%	36%	38%	35%▼	46%	44%	42%	33%	37%	36%▲	38%	37%	38%	33%
The ease of having a say in Council decision making	32%	28%	31%	26%▼	41%	35%	36%	33%	32%	35%▲	32%	34%	31%	25%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

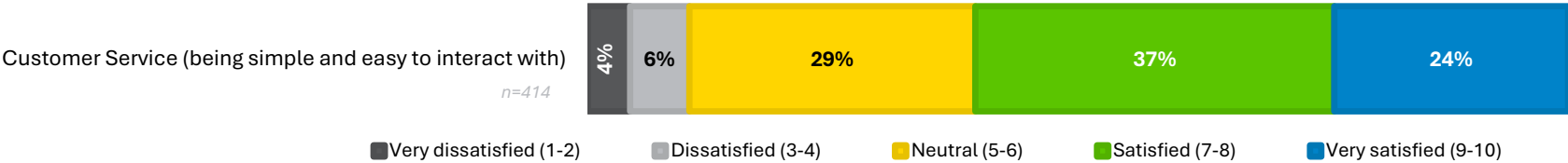
▲ Significantly higher
▼ Significantly lower

NOTES:

1. LS3. Now, a few questions about Council's information and decision making. How satisfied are you with?
2. See page 45 for margin of error.

DRAFT

Customer Service



Scores with 7-10 (% of respondents)

Year, Ethnicity, Location	2025	2024	2023	2022	2021	2020	2019	Māori	Non-Māori	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Customer Service (being simple and easy to interact with)	60%	66%	66%	72%	75%	70%	70%	54%	62%	54%	73%	62%	59%▼	62%

Year-on-year

▲ Significantly higher

▼ Significantly lower

Between demographics

▲ Significantly higher

▼ Significantly lower

NOTES:

1. LS5. And how satisfied are you with Council’s customer service?

2. See page 45 for margin of error.

DRAFT

Value for Money



DRAFT

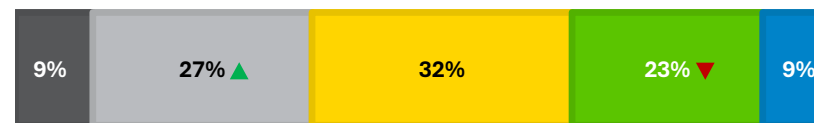
Value for Money



Overall Satisfaction

- Nearly one third of residents (32%) are satisfied with the **Value for money** they receive from paying rates and other fees in the City.
- A decline in satisfaction has been reported, likely driven by a decrease among Non-Māori respondents (from 40% to 33%) and those in Hokowhitu (from 50% to 32%).

Value for money
n=475



■ Very dissatisfied (1-2) ■ Dissatisfied (3-4) ■ Neutral (5-6) ■ Satisfied (7-8) ■ Very satisfied (9-10)

Scores with 7-10 (% of respondents)

Year, Ethnicity	2025	2024	2023	2022	Māori	Non-Māori
Value for money	32% ▼	40%	41%	41%	28%	33% ▼

Location	Papaioea	Takaro	Hokowhitu	Awapuni	Ashhurst-Fitzherbert
Value for money	29%	31%	32% ▼	37%	33%

Year-on-year

▲ Significantly higher
▼ Significantly lower

Between demographics

▲ Significantly higher
▼ Significantly lower

NOTES:

- OV1. Considering everything the Palmerston North City Council has done over the year and the services you receive, overall how satisfied are you that you receive good value for the money you spend in rates and other fees?
- See page 45 for margin of error.

DRAFT

Margin of Error

DRAFT

Margin of Errors by Demographics

Age	Sample	MOE
18-24	37	16.08%
25-34	82	10.79%
35-44	40	15.47%
45-54	60	12.61%
55-64	112	9.21%
65+	177	7.32%
Total	508	4.33%

Gender	Sample	MOE
Male	281	5.82%
Female	227	6.48%
Total	508	4.33%

Ethnicity	Sample	MOE
Māori	106	9.51%
Non-Māori	402	4.80%
Total	508	4.33%

Location	Sample	MOE
Papaioea	126	8.71%
Takaro	98	9.86%
Hokowhitu	129	8.60%
Awapuni	84	10.67%
Ashhurst-Fitzherbert	71	11.60%
Total	508	4.33%

DRAFT

Sample Profile

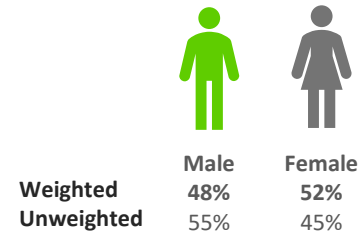
PALMY
PARAOEA
PALMERSTON
NORTH
CITY


KEYRESEARCH
Unlocking Business Knowledge

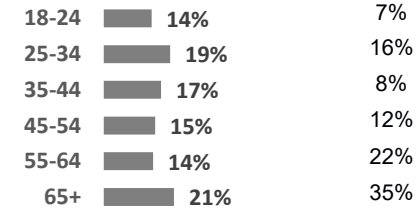
DRAFT

Sample Profile (n=508)

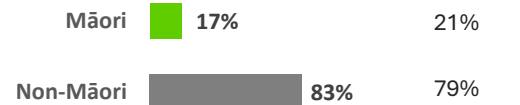
Gender



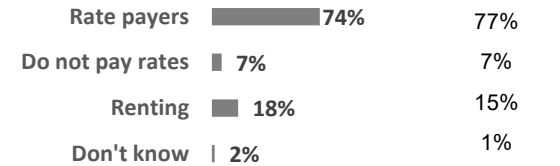
Age (weighted)



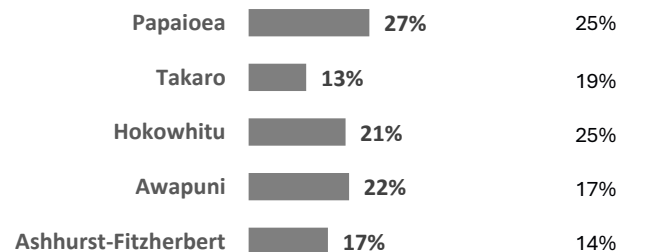
Ethnicity* (weighted)



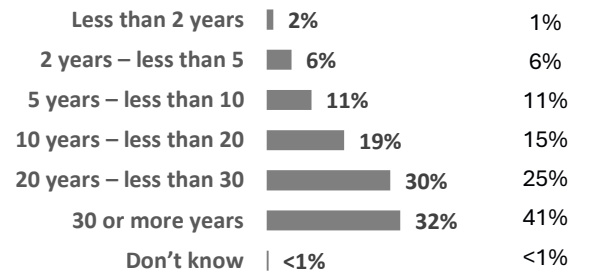
Paying rates (weighted)



Location (weighted)



How long lived in PN (weighted)



Note: *Multiple response

DRAFT

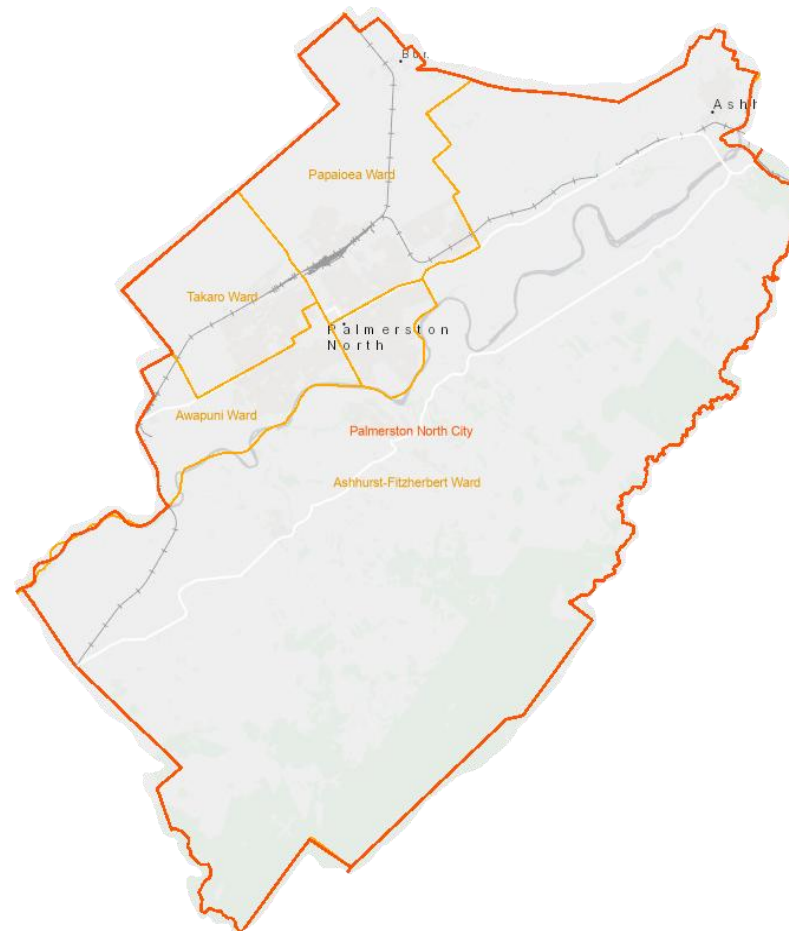
Location Map



DRAFT

Location Map

- The location referenced in the report includes the following areas:
 - Takaro: Takaro City Centre, Cloverlea, Takaro, Newbury, Bunnythrope, Westbrook, Highbury
 - Papaiaea: Papaiaea City centre, Kelvin Grove, Milson, Roslyn, Papaioea, Airport
 - Awapuni: Awapuni City centre, Awapuni, Esplanade, West End, Longburn
 - Hokowhitu: Hokowhitu City centre, Hokowhitu, Terrace End
 - Ashhurst-Fitzherbert: Ashhurst-Fitzherbert, Aokautere, Ashhurst, Summerhill, Linton, Turitea (Massey)



DRAFT

Appendices – Residents' Comments





Comments on city's recreation and public facilities	%
Happy / all good	35%
Upgrade facilities/ facility maintenance	23%
Footpath maintenance / cycleway repairs	15%
Clean up areas / tidy / pick up rubbish	13%
Improve playgrounds / more for youth / clubs / pool	11%
Public toilets / need more / upgrade	11%
Parking	6%
Security / lighting	6%
More bins	5%
Other	7%

Comments on city's community facilities and venues*	%
Fine as is, nice, good, happy with them, I like them.	34%
Arena / Regent needs to be fixed up, maintained, repaired, updated / access problems / lack of parking	21%
Could be maintained better, spruced up.	14%
Love the Library.	14%
Love the Museums, Art Gallery's.	7%
Feels like a waste of money on some facilities, overspending on some facilities.	6%
Libraries need to be fixed up, maintained, repaired, updated.	6%
Blueprint and Wildbase Recovery	5%
Other	5%

NOTES:

1. PRO3. Do you have any comments about the city's recreation and public facilities? n=178
2. M04. Do you have any comments about the city's community facilities and venues? n=113



Comments on the range of free public events*	%
Have more events / more markets / cultural events	34%
They are great / enjoy them	33%
More advertising needed	13%
Don't attend	13%
Combine events / improve the event	5%
Other	9%

Comments on the information and having say in decision making*	%
The council does not listen /do their own thing/No input/consultation. More consultation needed	60%
No/Lack of information/Better ways to give information/More inclusive information/No communication/Better communication	32%
Lack of Transparency/Things are done then we find out (Toyota)	14%
Council gives good information/clear communication/Enough communication/It is ok/I am satisfied	11%
Council acts in own interest/Political agendas/Council does not care	11%
I am not happy with council/ They waste money/Residents have no say in how money is spent/	6%
Other	6%

NOTES:

1. PE2. Do you have any comments on the range of free public events? n=128
2. PE4. Do you have any comments about the information and having say in decision making? n=128



Comments on Council's Customer Service	%
Great service / friendly / helpful / informative / no issues / no complaints	57%
Little or no interaction with Council or customer service	24%
Good in some areas / bad in others / they are just okay sometimes / average / room for improvement	10%
Bad experience / staff unhelpful, unfriendly / inexperienced	6%
Little or no reply or follow up of query / complaint	5%

Comments on the direction that the Palmerston North City Council provides, Council's reputation and the performance of the Mayor and Councillors	%
Poor financial management / money not spent wisely / money spent in wrong areas (e.g. Toyota)	29%
They need to listen to the people / communicate more / keep them informed / more information	25%
All good / no problems / happy / continue as they are	17%
Have their own personal agendas / don't represent the people / no consultation/poor reputation	16%
Don't see or hear from them / they need to get out in the community more / don't know much about them	12%
Improve / increase safety roads, footpaths, cycling paths, infrastructure/ improve public facilities	10%
Dishonest / lack of transparency / need to be more open and honest/ lack of faith in them	10%
Rates are too high	9%
More focus on the city / promote the city / promote tourism	5%

NOTES:

1. LS6. Why do you say this? n=253
2. LS7. Do you have any other comments about the direction that the Palmerston North City Council provides, Council's reputation and the performance of the Mayor and Councillors? n=160



General Comments*	%
Improve/maintain/Repair the footpath/roads and pavements/Crossings	17%
Rates are too high/Spend money better/Don't waste money/Feedback on spending	15%
Smarten/Spruce up the CBD, more vibrant/revitalize. Upgrade/change Broadway/ make it a pedestrian area. More arts/restau	14%
Great place to live in/Safe/Clean/Family Friendly/Easy Living and Multi-cultural	12%
Some areas unsafe and dangerous/Increase in burglaries/Drug problems/Street noise anddrunks/More visible Police/deal with	11%
Promote the city as a good place to live/ families. Encourage business/tourism/technology. Attract more young people/Stu	11%
I am satisfied with council/They are doing a good job/No concerns/Things are fine	8%
Council must involve/consult with resident before decisions are made. Transparency/communication and information. Better	8%
Council must stick to core business/values. Concentrate on big issues	6%
Improve public transport/traffic issues/Parking/Improve cycling options/train	5%
Other	7%

DRAFT

Head Office

Telephone: + 64 7 575 6900

Address: Level 1, 247 Cameron Road
PO Box 13297
Tauranga 3141

Website: www.keyresearch.co.nz

DISCLAIMER

The information in this report is presented in good faith and on the basis that neither Key Research, nor its employees are liable (whether by reason of error, omission, negligence, lack of care or otherwise) to any person for any damage or loss that has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of the information or advice given.



Councils' Annual Residents Surveys Benchmarking Report 2024/2025



Research background



Research Objectives

The specific objectives of this research were:

- To understand residents' satisfaction with services and facilities provided by Councils across New Zealand.
- To benchmark the key performance indicators against other Councils.



Method

- Surveys were undertaken with 21 different Councils across New Zealand in 2024/25, including 18 District Councils and 3 City Councils.
- Respondents were selected at random from the Electoral Roll, ratepayers database, and/or email contacts collected through previous years' surveys.
- The questionnaires were designed in consultation with Councils and were structured to provide a comprehensive set of measures relating to core activities, services, and infrastructure, and to provide a wider perspective of performance. This includes assessment of reputation and knowledge of Council's activities.
- Post data collection, the samples were weighted to be exactly representative of key population demographics for each area based on the 2023 Census.
- At an aggregate level the surveys have an expected 95% confidence interval (margin of error) of between +/- 3.2% and +/-4.8%.
- Maximum, minimum and average scores for key performance indicators are shown and benchmarked based on 21 Council's performances. Questions used are either identical or closely related, allowing for comparison.
- To allow for better and more extensive benchmarking, several measures are presented as an average score of all related measures in the relevant section.
- Please note: if minimum, average, or maximum values are not visible in a chart, it means that your Council results are equal to that value. For clarity, please view the table on the page following each chart.

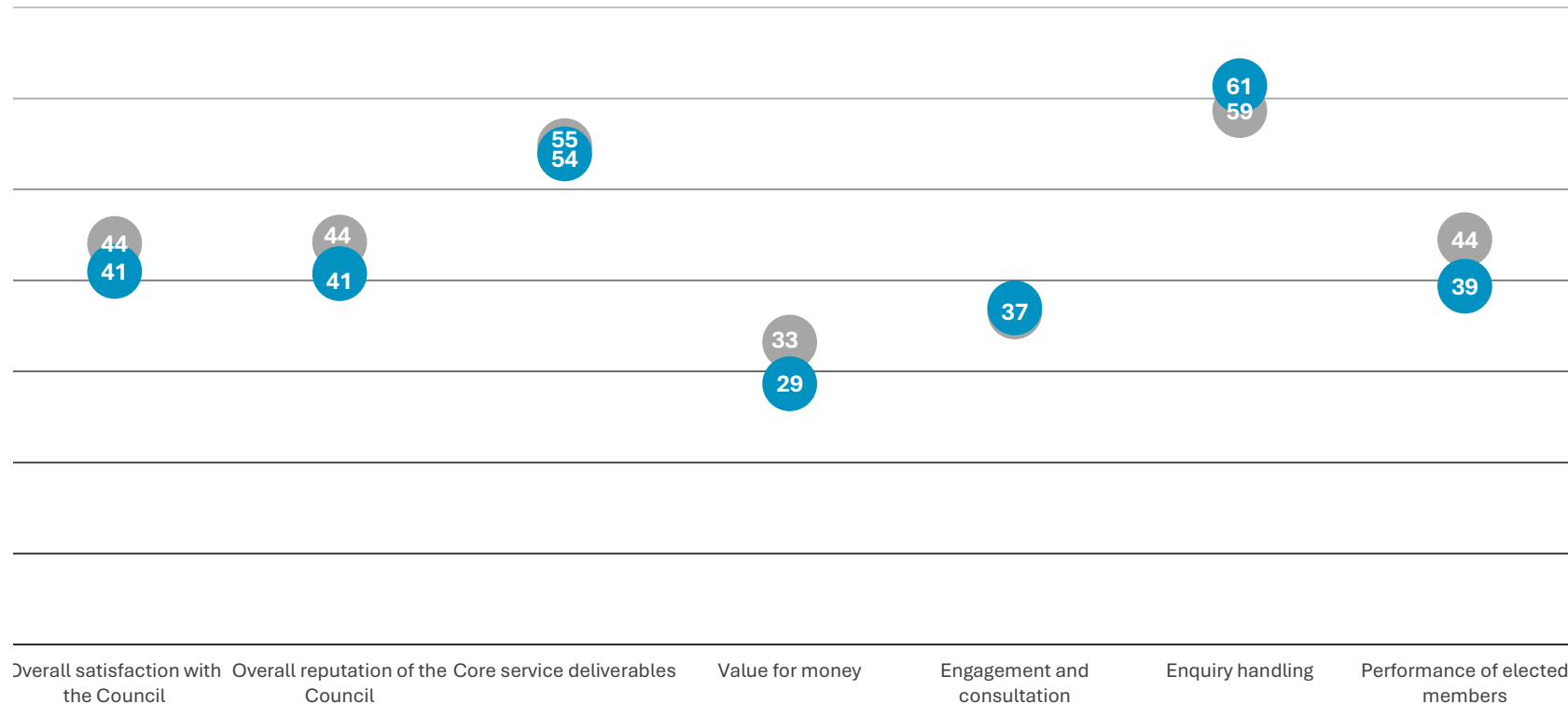
Councils included in 2024/25 Benchmarking report

- Far North District Council
- Gisborne District Council
- Hauraki District Council
- Kaipara District Council
- Manawatū District Council
- Matamata-Piako District Council
- Nelson City Council
- Palmerston North City Council
- Queenstown Lakes District Council
- Rotorua Lakes District Council
- South Taranaki District Council
- South Waikato District Council
- Stratford District Council
- Tararua District Council
- Tauranga City Council
- Thames-Coromandel District Council
- Waikato District Council
- Waimate District Council
- Waipā District Council
- Waitaki District Council
- Waitomo District Council

Year on year change – Overall

2024/2025 Council Benchmarking

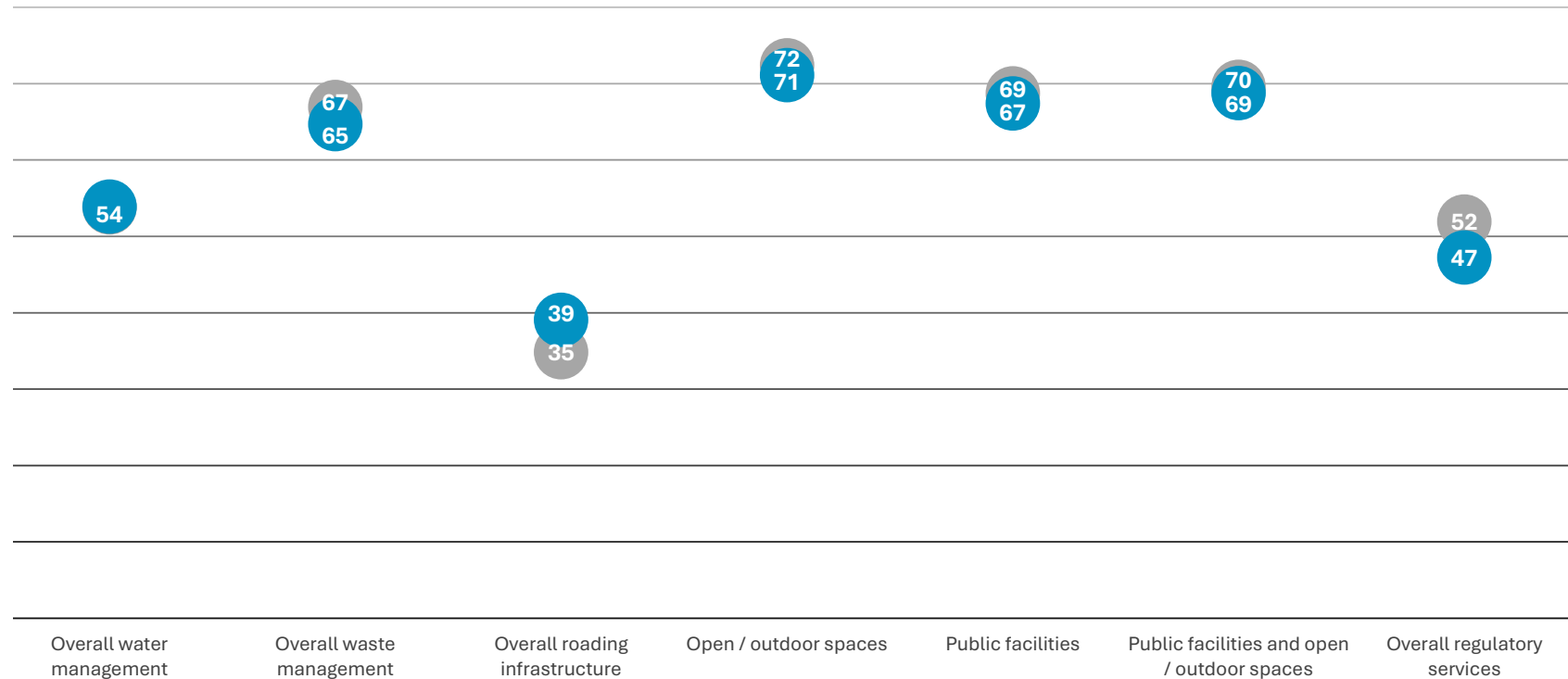
● All Councils' Average 2023/24 ● All Councils' Average 2024/25



Year on year change – Core service deliverables

2024/2025 Council Benchmarking

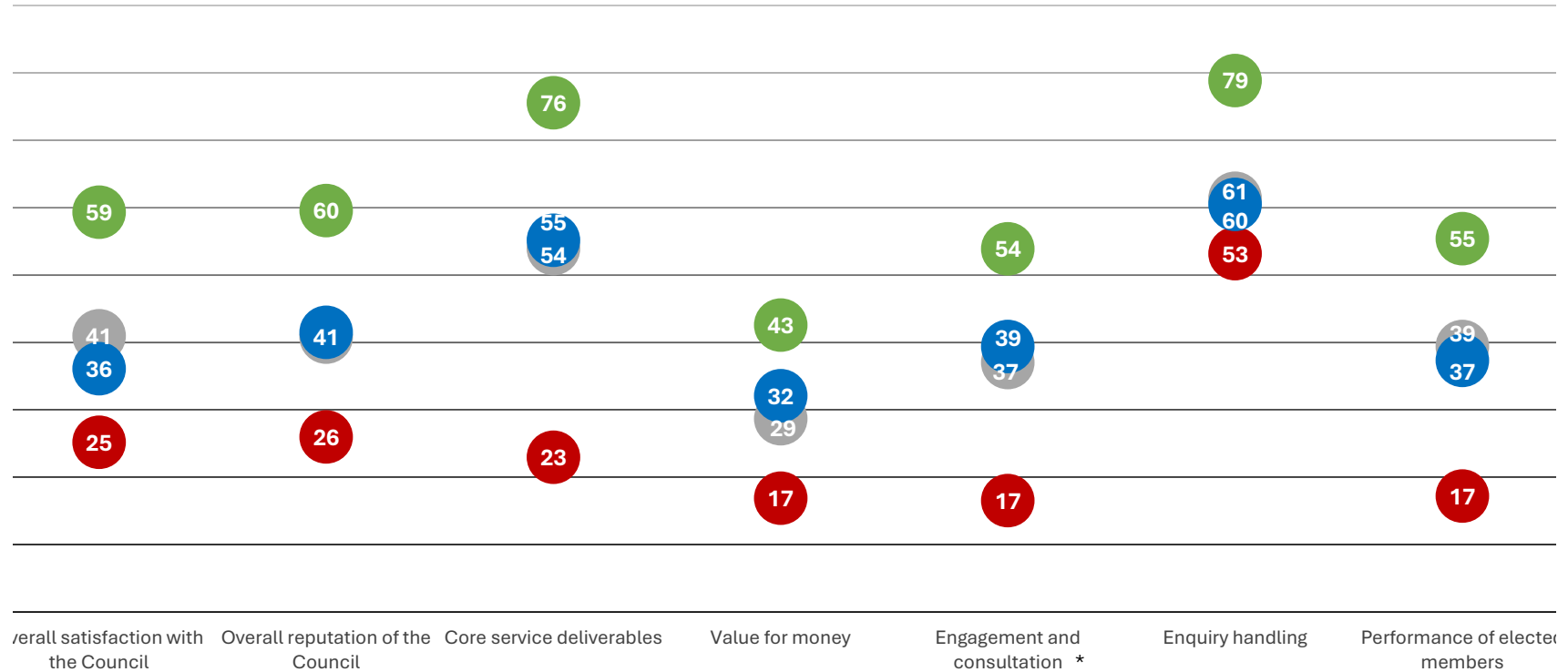
● All Councils' Average 2023/24 ● All Councils' Average 2024/25



Overall measures

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

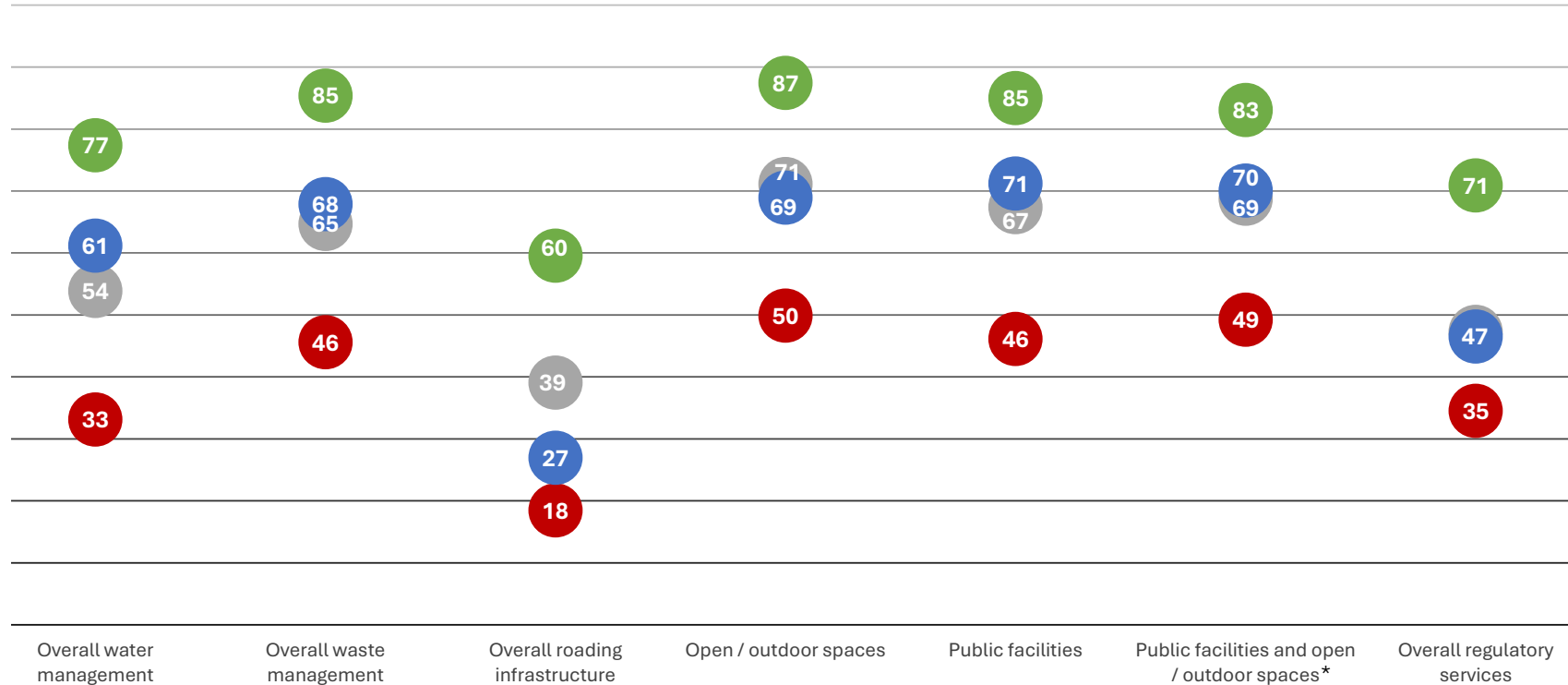
Overall measures

	% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall satisfaction with the Council		36	41	-5	59	-23	25	+11
Overall reputation of the Council		41	41	-	60	-19	26	+15
Core service deliverables		55	54	+1	76	-21	23	+32
Value for money		32	29	+3	43	-11	17	+15
Engagement and consultation		39	37	+2	54	-15	17	+22
Enquiry handling		60	61	-1	79	-19	53	+7
Performance of elected members		37	39	-2	55	-17	17	+20

Core service deliverables

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

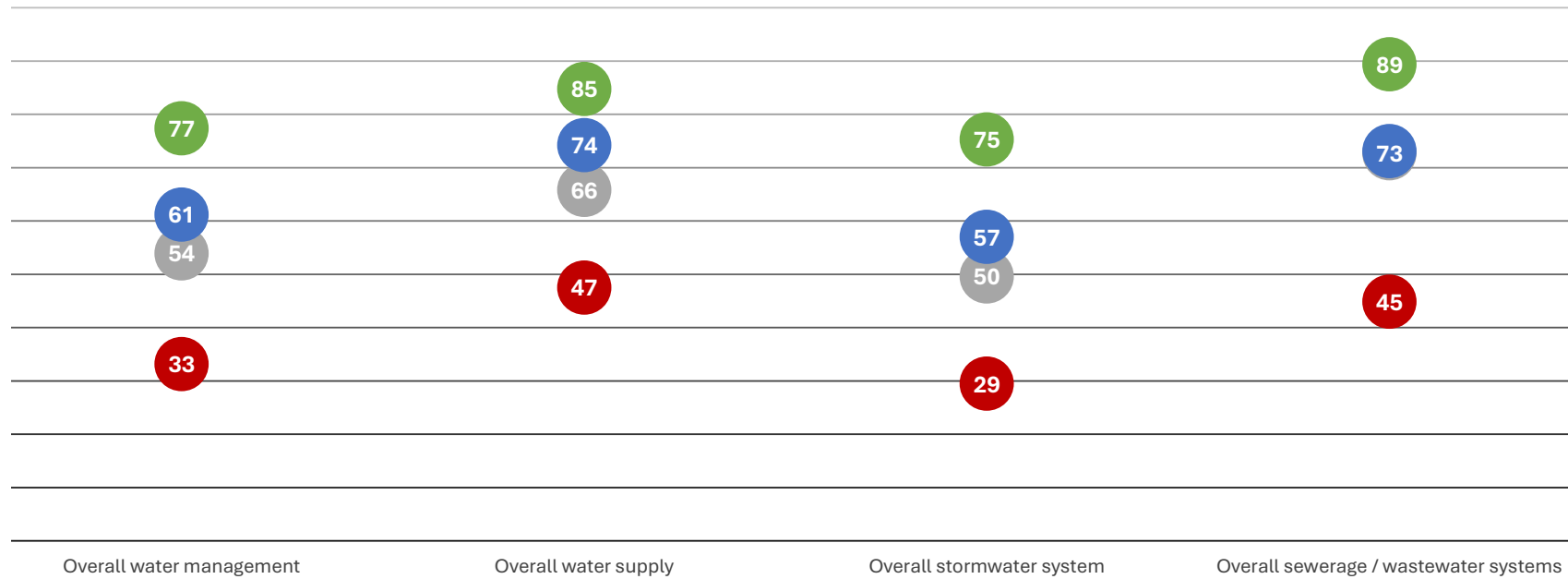
Core service deliverables

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall water management	61	54	+7	77	-16	33	+28
Overall waste management	68	65	+3	85	-17	46	+22
Overall roading infrastructure	27	39	-12	60	-33	18	+9
Open / outdoor spaces	69	71	-2	87	-18	50	+19
Public facilities	71	67	+4	85	-14	46	+25
Public facilities and open / outdoor spaces	70	69	+1	83	-13	49	+21
Overall regulatory services	47	47	-	71	-24	35	+12

Vater management

2024/2025 Council Benchmarking

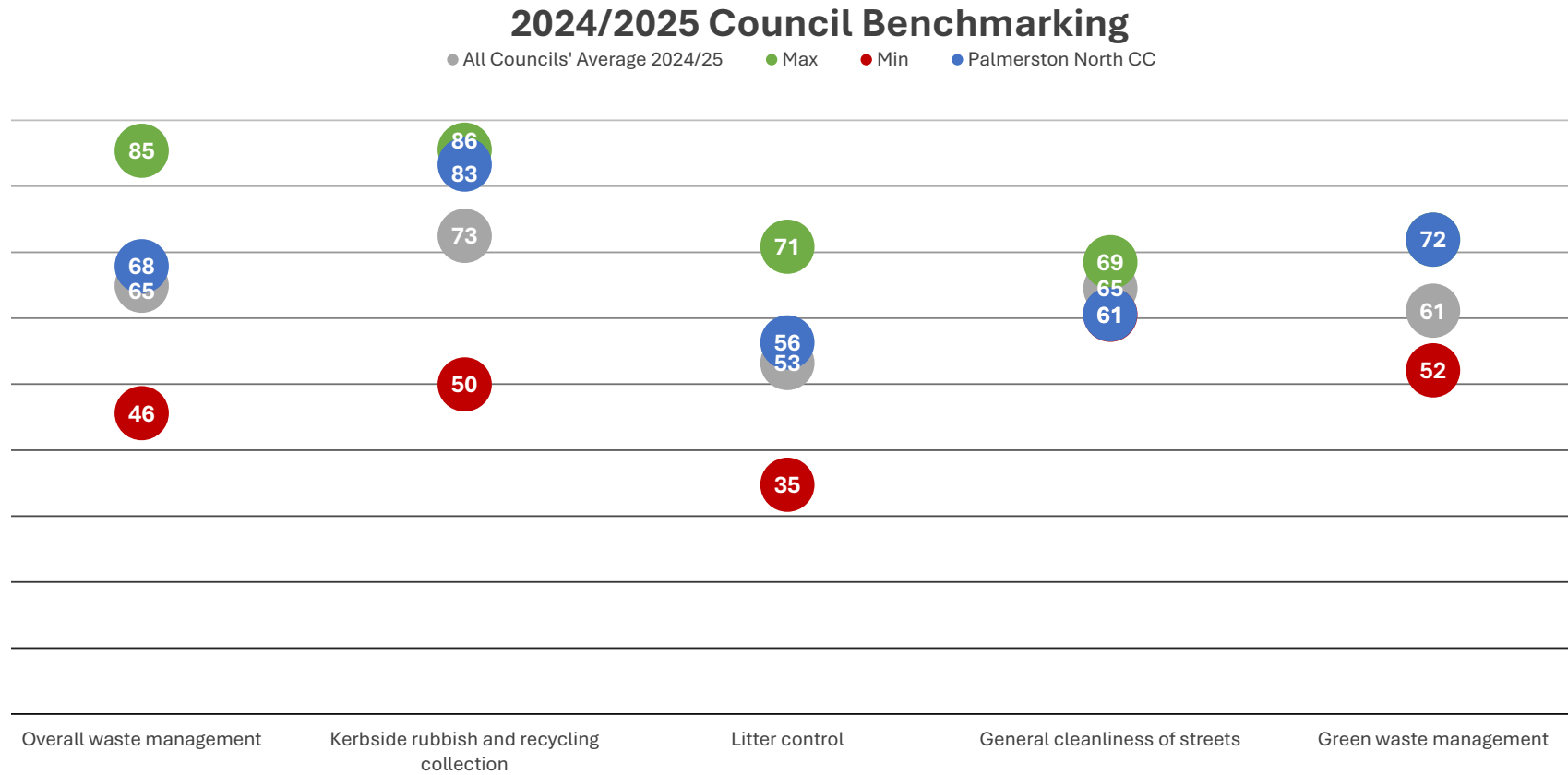
● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



Water management

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall water management	61	54	+7	77	-16	33	+28
Overall water supply	74	66	+8	85	-11	47	+27
Overall stormwater system	57	50	+7	75	-18	29	+28
Overall sewerage / wastewater systems	73	73	-	89	-16	45	+28

Vaste management



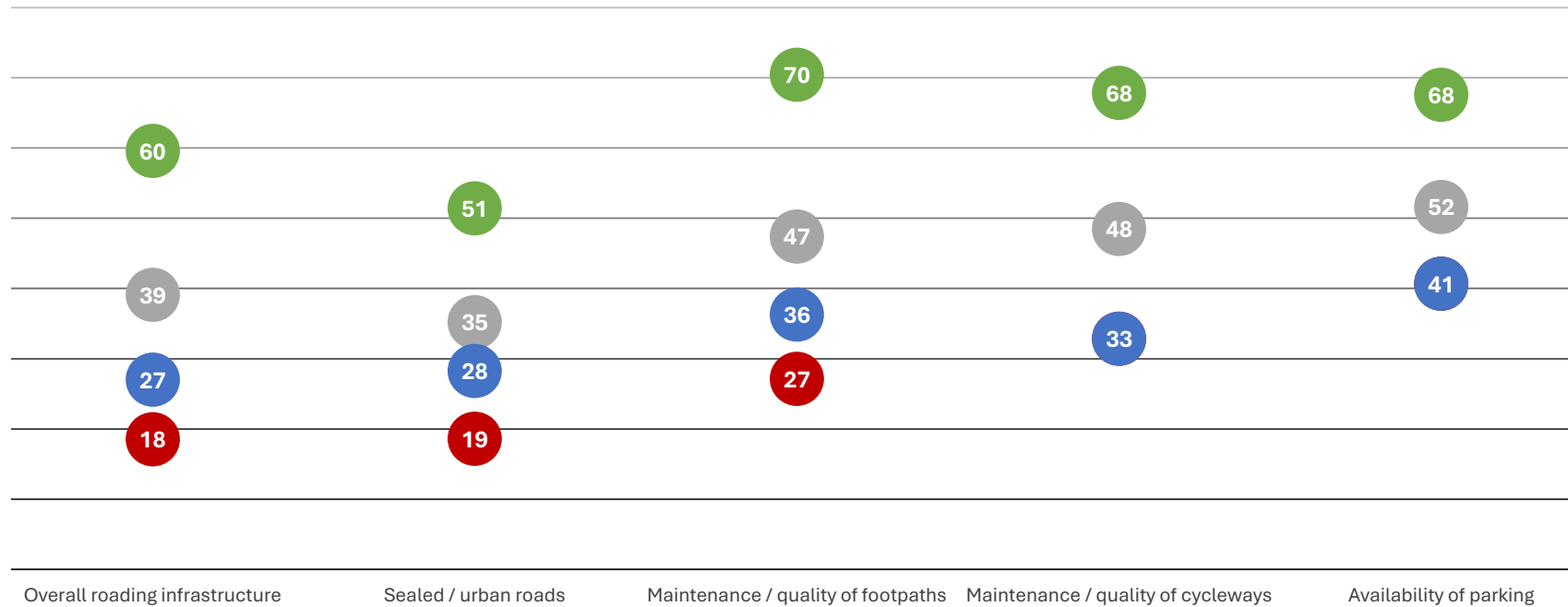
Vaste management

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall waste management	68	65	+3	85	-17	46	+22
Kerbside rubbish and recycling collection	83	73	+10	86	-3	50	+33
Litter control	56	53	+3	71	-14	35	+21
General cleanliness of streets	61	65	-4	69	-8	61	-
Green waste management	72	61	+11	72	-	52	+20

Road loading infrastructure

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



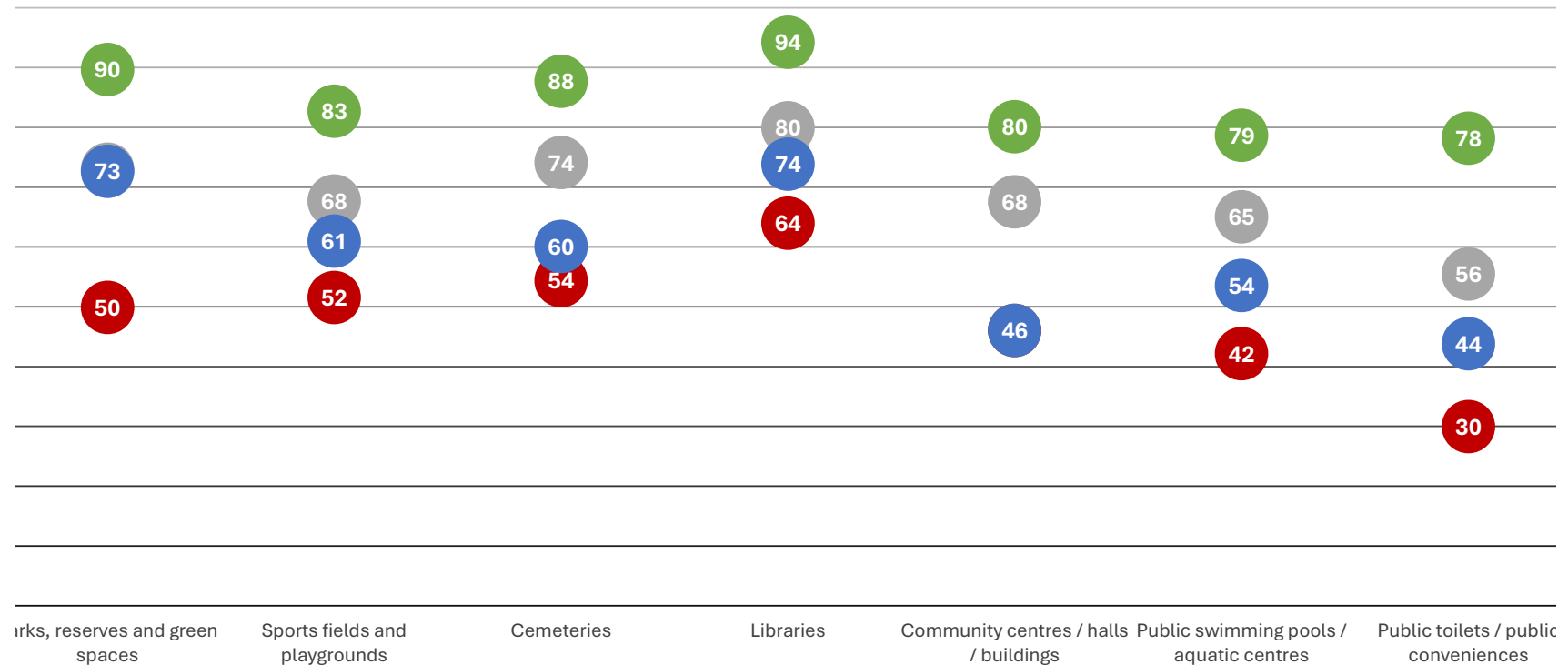
loading infrastructure

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall roading infrastructure	27	39	-12	60	-33	18	+8
Sealed / urban roads	28	35	-7	51	-23	19	+9
Maintenance / quality of footpaths	36	47	-11	70	-34	27	+9
Maintenance / quality of cycleways	33	48	-15	68	-35	33	-
Availability of parking	41	52	-11	68	-27	41	-

Public facilities and open / outdoor spaces

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



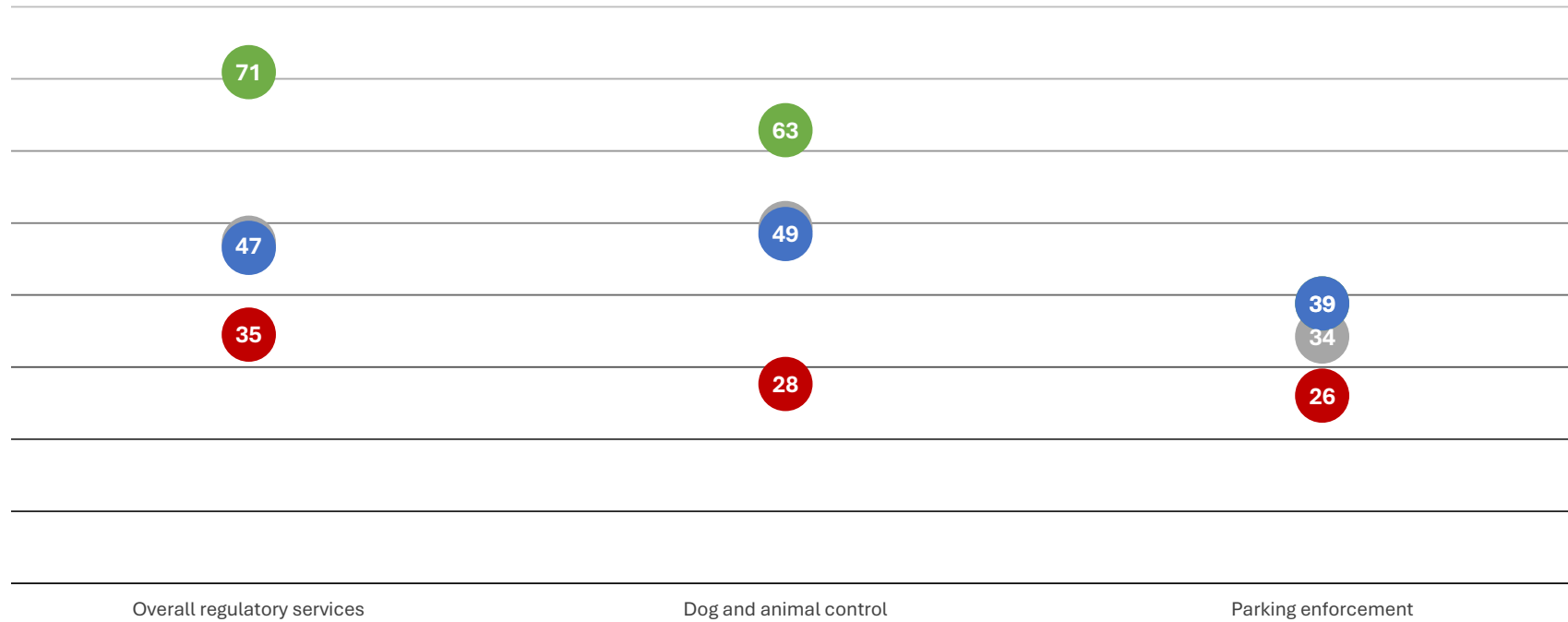
Public facilities and open / outdoor spaces

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Parks, reserves and green spaces	73	73	-	90	-17	50	+23
Sports fields and playgrounds	61	68	-7	83	-22	52	+9
Cemeteries	60	74	-14	88	-28	54	+6
Libraries	74	80	-6	94	-20	64	+10
Community centres / halls / buildings	46	68	-22	80	-34	46	-
Public swimming pools / aquatic centres	54	65	-11	79	-25	42	+11
Public toilets / public conveniences	44	56	-12	78	-34	30	+14

regulatory services

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



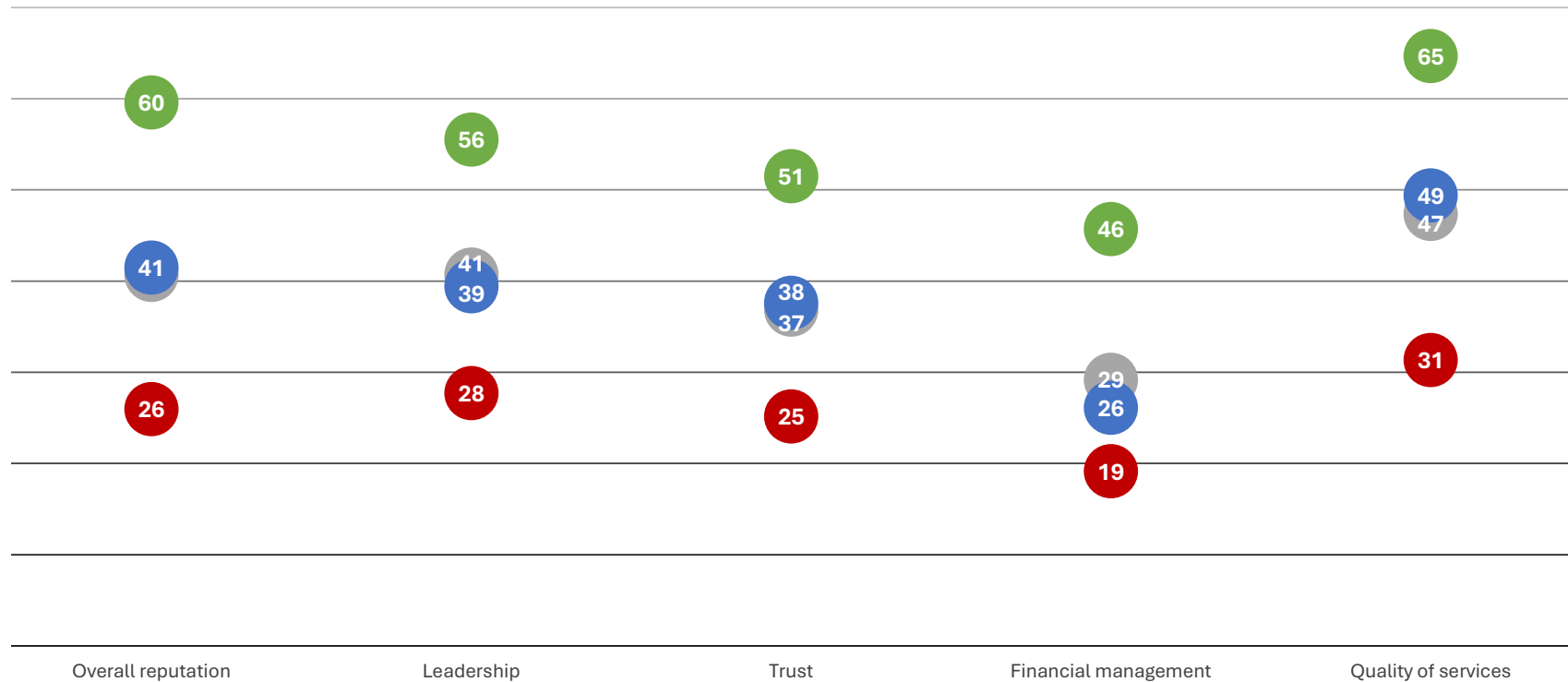
regulatory services

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall regulatory services	47	47	-	71	-24	35	+12
Dog and animal control	49	49	-	63	-14	28	+21
Parking enforcement	39	34	+5	39	-	26	+13

Reputation

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



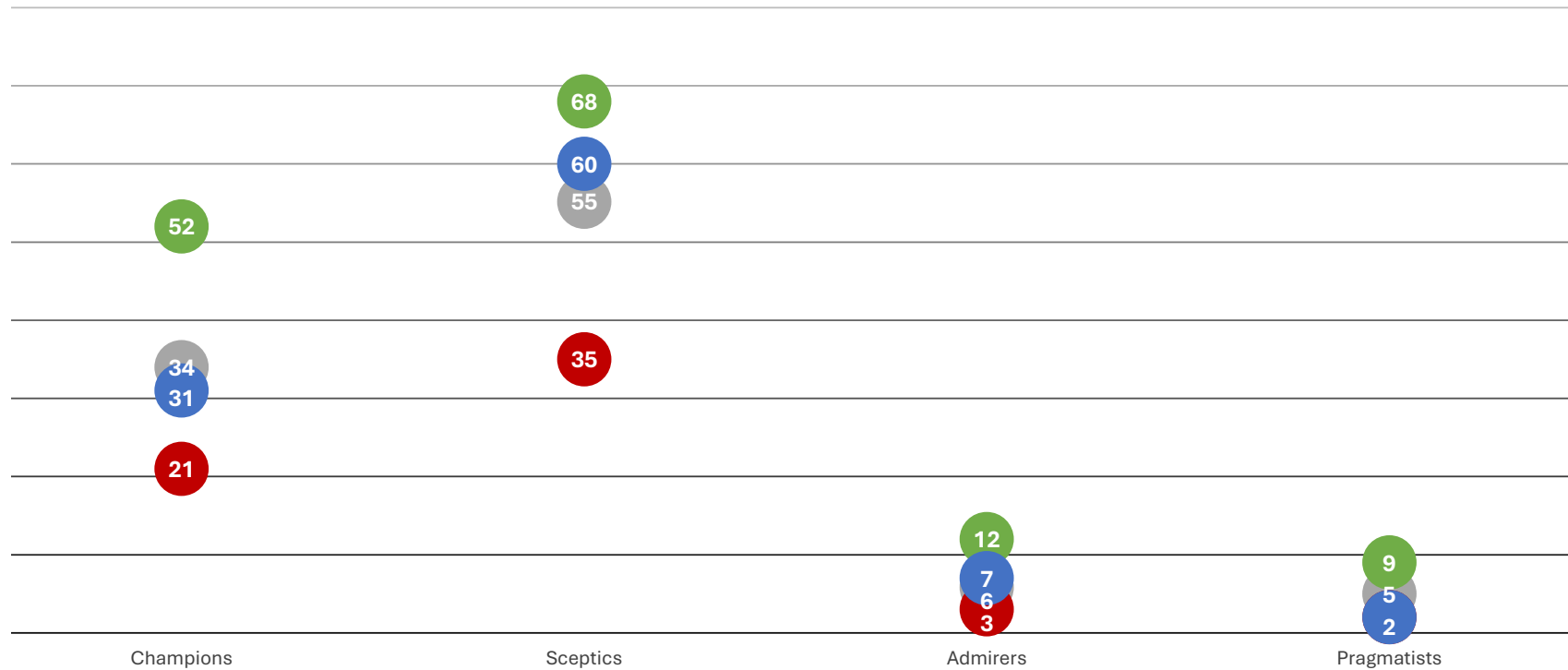
Reputation

% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Overall reputation	41	41	-	60	-19	26	+15
Leadership	39	41	-2	56	-17	28	+11
Trust	38	37	+1	51	-13	25	+13
Financial management	26	29	-3	46	-20	19	+7
Quality of services	49	47	+2	65	-16	31	+18

Reputation profile

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



Sentiment questions

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Palmerston North CC



Sentiment questions

	% 7-10	Your Council %	Average based on 21 Councils %	point diff %	Top performance %	point diff %	Lowest performance %	point diff %
Quality of life / wellbeing		74	73	+1	85	-11	42	+32
District / City is going in the right direction		37	41	-4	58	-21	28	+9

Key contact details

Head Office

Telephone: + 64 7 575 6900

Address: Level 1, 247 Cameron Road
PO Box 13297
Tauranga 3141

Website: www.keyresearch.co.nz

DISCLAIMER

The information in this report is presented in good faith and on the basis that neither Key Research, nor its employees are liable (whether by reason of error, omission, negligence, lack of care or otherwise) to any person for any damage or loss that has occurred or may occur in relation to that person taking or not taking (as the case may be) action in respect of the information or advice given.

MEMORANDUM

TO: Council

MEETING DATE: 3 December 2025

TITLE: Caccia Birch In-House Delivery Review

PRESENTED BY: John Lynch, Manager Venues + Events

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION(S) TO COUNCIL

1. That Council receive the memorandum titled “Caccia Birch In-House Delivery Review” presented on 3 December 2025.
-

1. ISSUE

On 5 May 2021, Council resolved to bring the management of Caccia Birch House in-house (Option 2 below). At that time Council also requested a review of in-house service delivery before July 2025. This memorandum fulfils that resolution.

2. BACKGROUND

In November 2020, Council received the Section 17A review of Caccia Birch House. The review considered four management options:

- Continuing Trust management (status quo)
- Direct Council management
- Leasing to a commercial provider
- Leasing to a community agency

Public consultation and hearings occurred and at the Arts, Culture and Heritage Committee.

The decision to bring management into Council was guided by five drivers:

- Promote and celebrate local history and heritage buildings

- Maintain a venue with significant heritage status
- Provide accessible and well-maintained facilities for the community
- Achieve operational efficiencies and economies of scale to improve financial sustainability
- Increase Council's influence over the service model to balance commercial and community outcomes

This report reviews the period of Council management from November 2021 to June 2025. It outlines the transition process and assesses performance against the five decision drivers. The evidence indicates that bringing Caccia Birch House into Council management has been effective, delivering the balanced outcomes intended.

3. TRANSITION PERIOD

Caccia Birch House moved to Council management in November 2021. A transition team, including senior Council staff, the Caccia Birch Trust Board chair and trustees, and Third Bearing Ltd, oversaw the handover.

A structured transition programme was established to support staff, transfer assets, and bring existing contracts under Council oversight. As part of this process, a business plan was developed, alongside new structures such as a community engagement initiative and a fundraising trust to strengthen local involvement and attract external support.

The transition also involved project initiation, stakeholder engagement, financial and contract analysis, and clear reporting processes. Together, these steps ensured Caccia Birch House could continue to operate smoothly under Council management, with stronger community connections and a more sustainable approach to future fundraising and activities.

The transition itself was a relatively short period. However, over the past few years, there have been ongoing changes to how the House operates to ensure the property is fit for purpose, well maintained, meets heritage and events industry best practice, and is legally compliant. These ongoing improvements will be outlined further in this report.

4. GOVERNANCE

New Trust Board

Following the move to in-house management, a new trust board was appointed with a new trust deed. The trust board is a charitable, community driven group, dedicated to

representing the voices of our local community, fostering education around the house's history, and supporting fundraising efforts for new initiatives.

The trust can have up to 8 members made up of a range of different experiences, including 1 appointed Trustee by Palmerston North City Council. The trust meets either monthly/bi-monthly with Council staff.

The relationship remains valuable in maintaining historical knowledge, engaging with the public, and supporting long-term stewardship.

Attachment 1 is a statement provided by the Trust as part of this review.

That includes remarks by Chair Leah Crisp:

"Our experience with the PNCC has been nothing short of extremely positive and professional, and the Board is happy the house and its operations are being so well managed — particularly because of the larger team and resources that they have to offer. We have been impressed with what they have already managed to accomplish with the house and look forward to continuing our strong relationship with them into the future."

The Caccia Birch Advisory Group

In late 2022, Council established the Caccia Birch Advisory Group, under the Caccia Birch Community Engagement Model, to provide ongoing public input and retain a strong relationship with the Trust to support community confidence. This structure reinforced the principle that bringing Caccia Birch in-house was about increasing accessibility and accountability, not reducing public voice.

The group is made up of:

- Rangitāne representative
- Local history group representative(s)
- Neighbourhood representative
- Heritage NZ representative
- PN Rose Society representative
- Palmerston North Horticultural Society representative
- Family descendant(s)
- Education sector representative

The advisory group are not regularly involved with the day to day operations but are briefed and invited to key events and discussions, including the recent work developing the masterplan.

5. SERVICE IMPROVEMENTS

Since coming into Council management, the House has had significant changes made to how the facility operates to ensure it now meets legal requirements, and also industry best practice.

Significant changes include:

- Development of standard operating procedures that are consistent with industry best practice
- Venue booking system and processes updated to align with Council and industry best practice
- Record of events hosted now aligns with industry and Council standards.
- Updated venue hire agreements
- Pricing structure regularly reviewed to ensure it aligns with best practice and meets both community and commercial needs.
- Catering options widened resulting in people being able to self-cater or use any caterer they choose.
- Minimum staffing levels now meet WorkSafe requirements
- Staff now paid liveable wage in line with Council direction
- Clearly promoted as a community facility, seeing more people use the property than before.

When Caccia Birch was brought in-house, it initially reported to the Strategic Facilities Manager alongside Central Energy Trust Wildbase Recovery and the isite. A subsequent organisational realignment moved Caccia Birch under Venues and Events Management, providing stronger industry expertise, improved leave coverage, and greater opportunities for staff upskilling. This change strengthened operational support, ensured more consistent customer service, improved connections between Council venue bookings, and enhanced professional development and career growth for the team.

6. FACILITY IMPROVEMENTS

Council has invested systematically in renewal and conservation works as part of Conservation and Management Plans to protect the heritage and ensure the venue is fit for purpose. This work has included:

- First floor strengthening and fire system upgrade
- Viewing platform compliance upgrades.
- Storeroom asbestos removal.
- Management of at-risk trees; hedge management to improve safety and weed/pest plant removal.
- Kitchen hardware and appliance renewal.
- Repair/replacement of balustrades.
- Technology upgrades: conferencing screens, upgrading internet to fibre and alarm improvements.
- CCTV installation.

The standard of the grounds and gardens has improved greatly over the past few years, through targeted pruning, spraying and replanting. Council has a highly skilled and experienced gardener located at Caccia Birch 3 days a week, supported by the plant, equipment and knowledge of the wider Parks Operations team.

From an asset maintenance perspective, we continue to undertake regular building washes and cleaning of the exterior and gutters, repairs to the front balustrades and decking, ongoing bora control, and scheduled painting to ensure the property remains in good condition and well-presented.

As part of the option assessment when determining whether to bring Caccia Birch into Council management, there were a number of activities outlined that Council wanted to meet. Each option was scored against these. To assess progress against activity expectations, the following table compares Activity Objectives identified in the 17a review, with current outcomes delivered. Many of these are outlined further in this report. The table shows we have met all activity objectives.

Section 17a Activity Objective:	Current Outcome:
Maintain fixed assets and building fabric	Ongoing; comprehensive planning and budgeting occurred as part of 24-34 Long Term Plan.

Carry out property maintenance	Ongoing.
Ensure maintenance meets/exceeds standards	Standards have been met or exceeded.
Manage bookings, invoicing, promotion, catering, security	Delivered through Council systems and divisions
Meet compliance requirements	Complete.
Public access to property	Achieved. Signage improved and grounds regularly promoted.
Access to heritage information	Information available in multiple formats, regularly promoted.
Asset management planning	Completed as part of Council's 2024 Property Asset Management Plan.
Heritage value preserved in improvements	Ongoing; embedded in asset programme.
Build community and customer relationships	Improved and continues to be ongoing.
Care for heritage items and archives	In progress, supported by staff/community.
Apply for grants	Completed on behalf of Trust, with Council support as needed.

7. PROMOTION OF CACIA BIRCH

The House now has greater promotion, which has resulted in increased visibility and consistent utilisation.

There had been concerns that the House would “be just another Council venue” but The House continues to have its own identity separate to other Council venues. This includes its own brand requirements which ensure it aligns with Heritage requirements. There will also be a separate website, which is in the final stages of development, launching in the next month or two.

The venue features consistently across online platforms, integrated into city event campaigns, and promoted through wedding, event, heritage and other council channels. Updated photography and videography completed by Council staff is also assisting in attracting private hire and public events.

This more focused promotion means there has also been a wider variety of bookings occurring at the venue.

Another noticeable change is the number of members of the public using the grounds and visiting the house. This change became more noticeable over the past year with more promotion online and when signs on Te Awe Awe St were updated to encourage use.

The House, and Council's management of it, regularly receive great feedback from members of the public, as shown in the images, feedback and visitor book images outlined below.

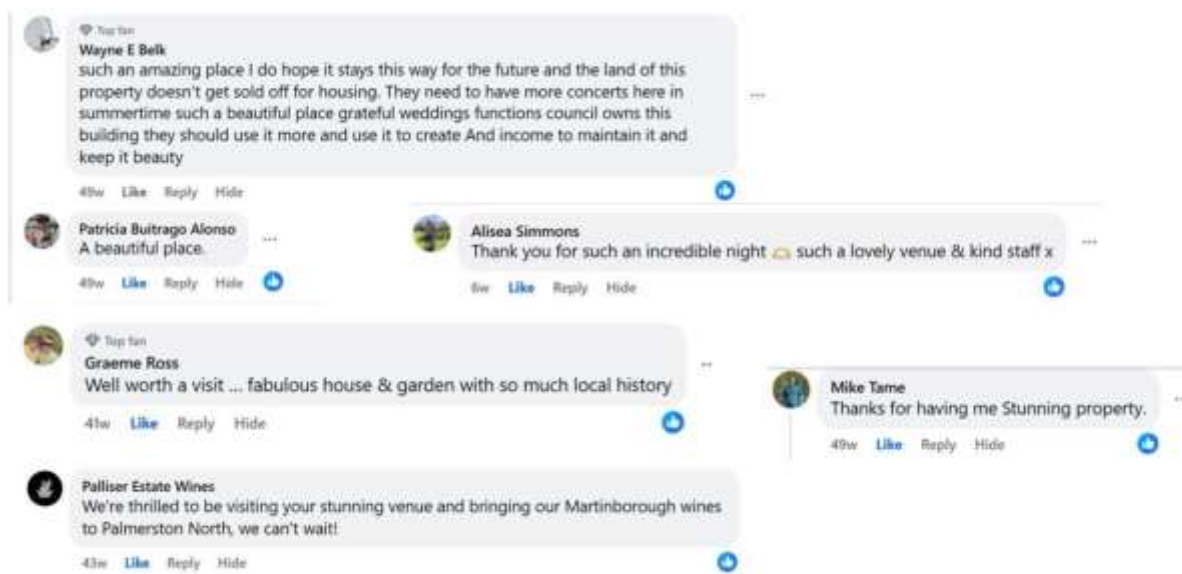


Image 1: screenshots of comments from the Caccia Birch Facebook Page

Email feedback from users:

Hi Jan

Thank you, again, for your hospitality this week. The venue and services were perfect for our mediation, and it was kind of you to stick around while we finished things off last night.
(Client)

Dear Jan,

Thanks for your hospitality yesterday. As ever CBH was a great venue. Your willingness to stay late and your help throughout the day was very much appreciated.

(Client)

8. UTILISATION OF CACIA BIRCH

Since Council took over management of Caccia Birch, attendance at booked events has remained steady and is on par with pre-COVID levels, despite temporary drops during major maintenance and upgrade periods. Short-term interruptions, such as floor strengthening and fire system upgrades, were carefully managed, with bookings redirected where possible to other Council-managed venues. Ongoing promotion and engagement helped the House quickly recover from these construction periods and maintain consistent use. Additionally,

the reporting methodology used for other Council managed venues has been used for Caccia Birch House allowing for direct and consistent comparisons year on year.

For the 2024/25 year, Caccia Birch hosted a total of 159 bookings, including 95 commercial bookings, 24 community bookings, and 5 public events, with a total attendance of 8,154 people. This year provides a good baseline for future monitoring as it was the first full year without closures for major maintenance. These figures are not directly comparable to previous years under the Trust model, as booking records were maintained manually and used different classification methods.

As well as an improving number of visitors at events, we are also hosting a wider mix of events thanks to promotion efforts. Rather than weddings and government agencies being the main bookers in the past, we are now hosting more family celebrations, professional meetings, legal mediation sessions, workshops, and other gatherings. Some of these categories have repeated bookings which is helping provide insight for future promotion, helping target different audiences and make the most of the property's facilities.

Caccia Birch provides a great venue for occasions that benefit from a more intimate setting than other Council facilities. It is far smaller than our Central Energy Trust Arena and the Conference and Function Centre, while still offering advantages not available at community centres, such as large garden areas, and the ability to serve alcohol and self-cater. This demonstrates the value of Council maintaining a diverse range of facilities to meet different community and commercial needs.

While there is not a formal system to track informal use of the grounds, it is clear that the gardens and lawns are well-used by the public. Walking groups, dog walkers, runners, and people enjoying the lawn add to the value of the property and show that Caccia Birch is both a functional venue and a vibrant community space.

9. FINANCIAL PERFORMANCE

Capital costs:

Property and parks improvements for the House have been met through existing budgets and prioritisation, meaning no additional capital funding was required for these works over the past four years. \$9,350 was spent on signage renewals in FY25 to update entrance signage and showcase the venue which cannot be seen from the street.

Operational costs:

Expenditure has increased since FY22 due to a number of factors including increased personnel costs, due to Council's decisions to meet legal minimum staffing levels in line with health and safety legislation, and a Council resolution regarding living wages.

Despite this, remuneration appears decreasing in the tables below due to changes as a result of the structural realignment. With Caccia Birch shifting to Venues and Events, from Strategic Facilities, they are now supported by a wider divisional resource pool to cover

extended shifts, weekend, and absenteeism. The wider resource pool assists in set-up, event delivery, and breakdown post event. This alleviates dedicated resource required to be stationed at Caccia Birch on a permanent basis. These staffing costs are recognised through labour charges, shown in the Net Internal Expenses line.

Revenue has at times been impacted during periods of necessary closure for maintenance. Some of these works were not anticipated nor highlighted to Council at the time of transition, but they were necessary to bring the property up to standard. Despite these interruptions, attendance at booked events recovered quickly, and by redirecting events to other Council-managed venues this may have positively impacted revenue at those facilities.

Other factors affecting operational costs include general increases in utilities, insurance, and supplier charges, reflecting pressures seen across all Council-managed facilities. In addition, COVID-19 and ongoing cost-of-living pressures have impacted the events industry more broadly, influencing revenue and demand.

Over the past year, there was an increase in the operational budget to support the creation of the draft Master Plan (\$50,000) and the development of a new web presence (\$10,000). Rather than building a standalone website, a sub-site has been created off Council's corporate website, keeping ongoing operational costs minimal compared with other website models. This soon-to-be-launched website replaced the previous Trust's website, which had expired around 18 months ago. Any alternative operating model would have needed to have investment in a website for booking and promotion as well.

In the following tables Other Operating Expenses includes a broad group of expenses, such as Insurance, Advertising, Food & Catering, and Utilities.

	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Budget FY26
Other Revenues	51,258	141,203	94,124	84,465	131,962
Sub-Total Revenue	51,258	141,203	94,124	84,465	131,962
Contractors & Professional Services	19,276	22,197	23,268	101,656	76,194
Other Operating Expenses	22,566	56,641	26,523	33,998	99,509
Remuneration	77,665	154,933	136,070	84,241	61,200
Sub-Total Expenditure	119,508	233,771	185,860	219,895	236,903
Net Surplus/(Deficit)	(68,250)	(92,568)	(91,736)	(135,430)	(104,941)

Table 1: Caccia Birch operational costs, excluding Net Internal Expenses.

During FY25 it was identified that overheads budgeted during the LTP were not being allocated to Caccia Birch. As previously reported to Council, through the FY26 annual budget adoption process, as part of a wider overhead review, officers determined that some drivers for allocating costs via the corporate overhead allocation function were not as appropriate as they could have been in the Long-Term Plan. As a consequence, net internal expenses for Caccia Birch have changed significantly over the previous and current financial years (FY25 and FY26). Some activities in Council have targeted funding sources, so changes to overheads can have an impact when seeking to determine fee and charge structures, but changes in the overhead model does not alter the total rates requirement for Council.

Under the old operating model with the trust, the Council overheads would not have been factored into consideration.

	Actual FY22	Actual FY23	Actual FY24	Actual FY25	Budget FY26
Other Revenues	51,258	141,203	94,124	84,465	131,962
Sub-Total Revenue	51,258	141,203	94,124	84,465	131,962
Contractors & Professional Services	19,276	22,197	23,268	101,656	76,194
Other Operating Expenses	22,566	56,641	26,523	33,998	99,509
Remuneration	77,665	154,933	136,070	84,241	61,200
Net Internal Expenses	13,710	23,370	28,558	230,020	693,797
Sub-Total Expenditure	133,218	257,141	214,418	449,915	930,700
Net Surplus/(Deficit)	(81,959)	(115,938)	(120,294)	(365,451)	(798,738)

Table 2: Caccia Birch operational costs, including Net Internal Expenses.

Overall, while costs have increased in some areas, they reflect responsible management, compliance with employment law, health and safety standards, and strategic investment in the property's long-term sustainability. These factors ensure the facility continues to deliver high-quality community and event services while maintaining its heritage value.

10. OUTCOMES AND IMPACT

Since Council took over management of Caccia Birch in November 2021, the House has delivered benefits for both the property and the community. Attendance at booked events is on par with pre-COVID levels, despite a number of challenges along the way, including necessary maintenance closures. Community access has broadened through more open use of the house and grounds, better promotion, and reduced barriers to entry. The facility is now being used for a wider mix of events, while informal use of the grounds is also noticeable.

At the same time, important heritage conservation and compliance projects for the property have been progressed, ensuring the long-term protection of the site. Integration into council's management has brought operational consistency, aligned systems, higher service standards, and greater promotion.

The trust board and the advisory group continue to play a vital role in the management and protection of Caccia Birch House.

These outcomes show that bringing Caccia Birch into Council management has met the goals set in 2020 and demonstrates that the approach has been effective, forward-looking, and well-aligned with the city's community and heritage priorities.

11. NEXT STEPS

Ongoing priorities include improving data collection on bookings, customer satisfaction, and revenue trends to support informed decision-making. With a solid base of repeat event users, there is greater scope for targeted promotion.

The draft Masterplan is currently being reviewed and will be presented at a future council meeting

Future asset needs, identified through Council's Asset Management Plans and the draft Masterplan, will need to be considered alongside other priorities in the Long-Term Plan. At the same time, careful management will need to be maintained to balance commercial and community use, keeping the facility affordable and accessible while identifying opportunities to grow revenue.

12. CONCLUSION

Under Council management, Caccia Birch has become a versatile, high-quality venue for both community and private events, while still keeping its unique character and heritage focus. The achievements so far show that continuing in-house management makes sense, with opportunities to broaden the mix of events, build on recent upgrades, and plan strategically for future heritage investment. Caccia Birch now plays an important role in protecting and celebrating its heritage while adding value to Palmerston North's wider community and events scene.

13. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
If Yes quote relevant clause(s) from Delegations Manual	
Are the decisions significant?	No
If they are significant do they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these objectives?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
<p>The recommendations contribute to: Whāinga 1: He tāone auaha, he tāone tiputipu Goal 1: An innovative and growing city</p> <p>Whāinga 2: He tāone whakaihiihi, tapatapahi ana Goal 2: A creative and exciting city</p> <p>Whāinga 3: He hāpori tūhonohono, he hāpori haumarū Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa Goal 4: A sustainable and resilient city</p>	
<p>The recommendations contribute to this plan:</p> <p>4. Mahere taonga tuku iho</p> <p>4. Heritage Plan</p> <p>The objective is: Promote, protect, celebrate, and share knowledge of local history</p>	
Contribution to strategic direction and to social, economic, environmental and cultural well-being	<p>These objectives will contribute to our Goal 2 outcomes for our communities to have:</p> <ul style="list-style-type: none"> • our unique heritage preserved and promoted

ATTACHMENTS

1. Caccia Birch Trust Board Statement [↓](#) 

Purpose: Statement for Palmerston North City Council on Transition to Council Management

Date: Thursday 21/08/2025

On Tuesday 23 August 2022, the Trustees of the new Caccia Birch Trust Board would have their first Board Meeting, supported by the transition trustees, Wendy Newport-Smith, and Latham Lockwood. These Trustees had been appointed after a rigorous application process, including phone interviews, and for many, it was their first time serving on a community Trust Board. The original Trust Board consisted of myself (Leah Crisp), Stuart Robbie, John Moremon, Katie Brosnahan, and Jill Brider, with Matat Lipsky officially joining the Board from September. Councillor Orphée Mickalad would soon be appointed as a Council representative.

The transition from the previous Board, which operated the house, and the new community Trust Board, saw a lot of outstanding tasks that needed to be completed, and the first couple of months and years of the Board has been mainly attending to these. Support from the various Palmerston North City Council staff in these early years, particularly Chris Smith, Brittany Adams, and Janeen Barker, was incredibly valuable in helping the Caccia Birch Trust Board to establish a new purpose moving forward, and see us making some progress. I heartily thank these individuals for their commitment to the success and integrity of the Caccia Birch House, and their work was much appreciated.

Early appointments saw Katie Brosnahan as Chair, Jill Brider as Deputy Chair, and myself as Secretary – a position I have held for many years, until late last year. Katie would bring a professional approach to the Board, from her work with the Ministry of Social Development. In this time, the Board held a Workshop Strategy Day, facilitated by local Strategy and Succession Specialist, Bobbie O'Fee, where we workshopped goals for the future of the house, and Board. Unfortunately, Katie would resign from the Trust Board, with Jill appointed to take over as Chair. Seismic work would be undertaken at the house during mid-2024, and the Trust would take a short break. Jill would resign in September, with the Board also informed that a council restructure would see the Palmerston North City Council Venues team taking over the operations of the house. This was certainly a chaotic year for the Board, with these events largely happening at the same time.

Initially, the Board was hesitant about this change, particularly due to the strong relationship of the Board with Chris Smith, the Strategic Facilities Manager. However, our experience with the PNCC Venues team so far has been nothing short of extremely positive and professional, and the Board is happy the house and its operations are being so well managed – particularly because of the larger team and resources that they have to offer. We have been impressed with what they have already managed to accomplish with the house, and look forward to continuing our strong relationship with them into the future. The Board is now entering a period of relative stability, and the completion of the Master Plan, Strategic Plan, and the addition of new Board members to replace the two that have resigned, as well as a further that has moved to Australia, will continue to see the Board and the house moving forward into the future, and achieving real success.

Leah Crisp
Caccia Birch Trust Board Chair



MEMORANDUM

TO: Council

MEETING DATE: 3 December 2025

TITLE: Road Maintenance Contract - 6 Monthly Update

PRESENTED BY: Tyler da Silva - Acting Transport and Development Manager,
Glen O'Connor - Acting General Manager Infrastructure

APPROVED BY: Waid Crockett, Chief Executive

RECOMMENDATION TO COUNCIL:

1. That the Council receive the memorandum titled 'Road Maintenance Contract - 6 Monthly Update' presented on 3 December 2025.

1. ISSUE

- 1.1 In March 2022, the report titled 'Road Maintenance Contract Update' was presented to the Infrastructure Committee, where the Committee resolved:

"to receive further six-monthly reports on the work programme and performance of the road maintenance contract."
- 1.2 This report provides the latest update on the work programme and performance of the road maintenance contract, using information up to the end of October 2025.

2. BACKGROUND

Road Maintenance Contract

- 2.1 Council entered Contract 3938 Road Maintenance, Renewal, and Capital Improvement Services (Road Maintenance Contract) with Fulton Hogan in March 2021. The contract commenced on 1 July 2021 with an initial term of three (3) years, with two (2) right of renewals for three (3) years each.
- 2.2 In May 2024, Council approved entering the first three-year renewal term of the Contract with Fulton Hogan from 1 July 2024 through to 30 June 2027. As part of this process, Council renewed the street lighting and street sweeping components of this contract for an initial one-year term. Further renewals of these two contract

components were contingent on Fulton Hogan meeting key performance indicators around these services.

- 2.3 In March 2025, Council approved renewing the street lighting and street sweeping components of this contract for two further years until 30 June 2027.

Contract Works

- 2.4 Works delivered by the road maintenance contract can be split into operations/ maintenance and renewals/capital spend areas, with each funding stream having key deliverables.

Operations and Maintenance include:

- Footpaths
- Road surface repairs
- Drainage channel maintenance
- Traffic Services i.e. signals, street lighting, sweeping etc.

Renewals and capital include:

- Pavement reseals (chipseal and asphalt)
- Pavement rehabilitations/ replacements
- Drainage
- Footpaths
- Structural – bridges, large culverts etc.

3. ROAD MAINTENANCE CONTRACT UPDATE

Below is an update on the contract deliverable areas.

Operations and Maintenance Work

Footpaths

- 3.1 The city-wide footpath maintenance work continues however, this budget is under pressure. Work is prioritised, as the footpath maintenance work required exceeds the available budget.

Road Repairs

- 3.2 Pre-seal repairs, which are aimed to prepare roads for resealing and include tasks such as raising manhole covers and repairing any pavement faults, are progressing as planned. This work ensures that road surfaces are prepared effectively ahead of the summer resealing programme.

Pothole repair

- 3.3 The programme of repairs and reactive maintenance work to the city's roading network is ongoing. Periods of wet weather in September and October has caused significant pothole development and resultant network impacts and budget pressure.

Drainage

Road Sweeping

- 3.4 The routine drainage maintenance programme continued, with heavy camellia flower fall clearance being a key task during this period.
- 3.5 Officers continue to undertake routine audits of completed sweeping areas. No substantive quality issues were observed on the work undertaken by the contractors.

Sump Clearing

- 3.6 The sump maintenance cycle, which ensures debris from sumps are removed, is progressing well.

Traffic Services

Road Markings

- 3.7 The road marking programme which aims to improve traffic flow and safety, highlight hazards, and support compliance with road rules is ongoing and progressing well. Raised traffic and splitter islands will be remarked as budget allows.

Streetlights

- 3.8 The initial night survey of our city to inspect the functioning of our approximately 10,000 streetlights was undertaken in July 2024. Ongoing streetlight night audits are being undertaken, and the results of these audits are consolidated in the table below:

Quarterly audit	Total Faults	Bulb, Fuse and Luminaire faults	Network faults (Powerco)	Outstanding Faults as at End of Oct 2025	% of the network lit
Jul -25	163	81	80	2	98%
Apr -25	79	55	24	All now resolved	99%
Jan-25	97	59	38	All now resolved	99%

Quarterly audit	Total Faults	Bulb, Fuse and Luminaire faults	Network faults (Powerco)	Outstanding Faults as at End of Oct 2025	% of the network lit
Oct-24	146	105	41	All now resolved	98%
Jul-24	235	133	102	All now resolved	97%

- 3.9 There are 350 street light luminaires in stock, which will provide stock for approximately seven months. Further stock will be ordered as appropriate to ensure adequate replacement levels are held.

Powerco

- 3.10 Officers are meeting with Powerco, the network power supplier for our streetlights, regularly to discuss how improvements and efficiencies can be achieved across the multiple parties involved with the streetlighting assets. This includes how a quicker resolution to network faults can be achieved.
- 3.11 These faults included a variety of repairs from fuse replacements to extensive traffic management, excavations and repairs of cables.
- 3.12 Faults between 1 Jan 2025 and 30 June 2025 were resolved within the following timeframes (with the 6-month period from 1st July 2024 to 31 December 2024 and 12-month period from 1 July 2023 to 30 June 2024 for comparison)

Time to Complete	Dispatches 1 Jan 25-30 Jun 25	Percentage (%)	Dispatches 1 July 24-31 Dec 24	Percentage (%)	Dispatches_ 1 July 23 - 30 June 24	Percentage (%)
Within 1 week	59	55%	41	29%	91	33%
1 week to 1 month	38	35%	73	51%	65	24%
1 month to 2 months	11	10%	25	17%	103	38%
2 months to 3 months	0	0%	4	3%	13	5%
Total	108		143		272	

- 3.13 Officers continue to work with all parties involved in this process to tighten up the resolution and reporting timelines.

Traffic Lights

- 3.14 Intersection cameras have been installed at the intersections of Pitt/Main, Ruahine/Tremaine, and Pioneer/Amberley to allow traffic flow monitoring and to enable enhanced safety monitoring.

Capital Works

Pavement Reseals

- 3.15 The reseal schedule has been prepared and adopted which lists over 50 urban and rural streets to be resealed this summer. The list of streets represents the priority streets for resealing, with the majority of these streets planned to be resealed this summer.

Pavement Rehabilitations

- 3.16 Rehabilitation works near the intersection of Main street and The Square are currently being designed, with physical works scheduled to begin early in the calendar new year.
- 3.17 The Dutton Street pavement rehabilitation in Bunnythorpe is underway and scheduled for completion by the end of the year.
- 3.18 Funding for pavement rehabilitation remains limited, and this will need to be reviewed during the next Long-Term Plan formulation to minimise deterioration of the transport network.

Drainage

- 3.19 The drainage renewal programme is progressing as planned.

Bridges and Large Culverts

- 3.20 Maintenance works within the network are ongoing.

Footpaths

- 3.21 The footpath inspection programme is now 100% complete, with the condition survey to be finalised and uploaded into RAMM. This data will then be used to confirm the condition of our footpaths and will help to prioritise sites for future maintenance and renewal.

4. SUMMARY

- 4.1 In summary, the Road Maintenance Contract that Council has with Fulton Hogan is performing well.

- 4.2 Fulton Hogan have reliable, well trained local staff that care about our transport network. These staff have built a strong understanding of our network and they continue to work well with Council Officers on the inevitable challenges and opportunities that a contract such as this presents. Fulton Hogan work closely with Officers to refine and prepare the data and plans required for the funding application for the next Regional Land Transport Plan / Long-Term Plan processes.
- 4.3 However, that said, many challenges remain in the operation of this contract. There have been changes in the senior transport staff from both the Fulton Hogan and Council teams. Care and time must be taken to recruit, integrate and train staff that will continue to focus on delivering excellent customer service, in an effective and cost-effective manner. Available budgets, from both the New Zealand Transport Agency (NZTA) and Council are tight and inevitably there is more work programmed than there are budgets to fund this work.
- 4.4 We are now halfway through the first three-year right of renewal for this contract. Early next calendar year Officers will bring recommendations to Council around the potential second, three-year right of renewal.

5. NEXT STEPS

- 5.1 Continue to work with Fulton Hogan to ensure the delivery of the programme of works covered by this contract.

6. COMPLIANCE AND ADMINISTRATION

Does the Council have delegated authority to decide?	Yes
Are the decisions significant?	No
If they are significant do, they affect land or a body of water?	No
Can this decision only be made through a 10 Year Plan?	No
Does this decision require consultation through the Special Consultative procedure?	No
Is there funding in the current Annual Plan for these actions?	Yes
Are the recommendations inconsistent with any of Council's policies or plans?	No
The recommendations contribute to:	
Whāinga 1: He tāone auaha, he tāone tiputipu	
Goal 1: An innovative and growing city	
The recommendations contribute to the achievement of objective/objectives in:	
3. Mahere tūnuku	
3. Transport Plan	
The objective is: Develop, maintain, operate, and renew the active and public transport	

network to deliver on Council goals, the purpose of this plan, and the Government Policy Statement on Transport.	
Contribution to strategic direction and to social, economic, environmental, and cultural well-being.	The road maintenance contract is a key delivery vehicle towards having safer, well maintained, and well utilised transport network.

ATTACHMENTS

Nil

COMMITTEE WORK SCHEDULE

TO: Council

MEETING DATE: 3 December 2025

TITLE: Council Work Schedule

RECOMMENDATION TO COUNCIL

1. That Council receive its Work Schedule dated 3 December 2025

COUNCIL WORK SCHEDULE DECEMBER 2025

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
1	3-Dec 2025	2025 Residents Survey Results Benchmarking	GM Strategic Planning	-	6-Sept-2023 Clause 144-23
2	3-Dec 2025	Agree Council Meeting Calendar 2026	GM Corporate Services	-	Terms of Reference
3	3-Dec 2025	Draft Waste Management and Minimisation Bylaw 2025 – deliberations on submissions and adoption	GM Strategic Planning	-	Strategy & Finance Committee 20 August 2025 Clause 32
4	3-Dec 2025	Road Maintenance Contract (six monthly report on work programme and performance)	GM Infrastructure	-	16 March 2022 Clause 4-22
5	3-Dec 2025	Review of in-house service delivery of Caccia Birch House	GM Customer & Community	-	Council 2 June 2021 Clause 50.7-21
6	10 Dec 2025	Draft Annual Budget 2026/27 - Programme planning	Chief Executive		
7	10 Dec 2025	Appointment of CEDA Directors	GM Corporate Services	MDC administers Term expires Dec 2025 (2)	6 March 2024 Clause 26-24
8	10 Dec 2025	Appointment of Elected Members to the District Licensing Committee List.	GM Corporate Services	Appointment for March 2026 for community members	1 November 2023 Clause 190-23

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
9	11 Feb 2026	Wastewater Treatment Plant - Nature Calls: Quarterly Report	GM Infrastructure		
10	11 Feb 2026	Manawatū Ring Road Business Case	GM Strategic Planning		
11	11 Feb 2026	Arena 5 Development Six Monthly Update	GM Infrastructure		Council 12 Feb 2025 Clause 24-25
12	25 March 2026	Remits from PNCC for consideration	GM Corporate Services		Terms of Reference
13	25 March 2026	Civic and Cultural Precinct Master Plan Steering Group - 6-monthly update	GM Strategic Planning		Terms of Reference of the CCMP Steering Group
14	Dec 2025 March 2026	Review of PNCC Appointment of Directors Policy.	GM Corporate Services	Not a post-election priority	2 Oct 2024 Clause 172
15	22 April 2026	Hearings for the Annual Budget 2026	Chief Executive		Terms of Reference
16	6 May 2026	Deliberations on the Annual Budget 2026-27	Chief Executive	Including Fees and Charges (consulted on)	Terms of Reference
17	27 May 2026	Remits received from other Territorial Authorities	GM Corporate Services	None received	Terms of Reference
18	3 June 2026	Adopt Future Development (FDS) Strategy 2026	GM Strategic Planning		Council 28 June 2023 Clause 109-23
19	3 June 2026	Adopt Annual Plan (Budget) 2026-27	Chief Executive		Terms of Reference
20	3 June 2026	Adoption of Fees and Charges following consultation (Trade Waste/ Planning)	GM Corporate Services	Consider alongside Annual Budget 12 Feb	Terms of Reference
21	3 June 2026	Approve Borrowing for 2026-27	GM Corporate Services		Terms of Reference
22	3 June 2026	Set the Rates for 2026-27	GM Corporate Services		Terms of Reference
23	24 June 2026	Effectiveness of Civics Education Initiatives – Annual progress report	GM Customer & Community		29 May 2024 Clause 95.29 -24
24	24 June 2026	Aokautere Business Case	GM Strategic Planning		3 Sept 2025 Clause 168-25

#	Report Date	Subject	Officer Responsible	Current Position	Date of Instruction & Clause
25	11 Feb 2026 24 June 2026	Parking Contract Review Update - Frog Parking	GM Infrastructure	Following specialist staff recruitment	Council 4 Sept 2024 Clause 156-24
26	26 August 2026	Appointment of Trustees on Council Controlled Organisations	GM Corporate Services		Terms of Reference
27	30 Sept 2026	Hearings Commissioners List 2027-2030 - Recommendations for appointment of external commissioners	GM Corporate Services	Appoint before 30 Nov 2026	6 Dec 2023 Clause 204-23
28	30 Sept 2026	Adopt Annual Report 2026/27	GM Corporate Services		<u>Terms of Reference</u>
29	TBC	Nature Calls – Shortlist Options and Public Engagement	GM Infrastructure	Water Standards released 20/11/2025	Council 29 May 2024 Clause 95.11 -25 (rec 2)