



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

9:00 AM, WEDNESDAY 11 MARCH 2026

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

MEMBERS

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

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

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

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE MEETING

11 March 2026

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

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

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

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

4. Declarations of Interest (if any)

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

5. Public Comment

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

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

14. Committee Work Schedule - March 2026

15. Karakia Whakamutunga

16. Exclusion of Public

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

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

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

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

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

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

PALMERSTON NORTH CITY COUNCIL

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

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

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

Karakia Timatanga

Councillor Lorna Johnson opened the meeting with karakia.

1-26 Apologies

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

1. That the Committee receive the apologies.

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

For:

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

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

2-26 Public Comment

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

Governance Manager.

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

Moved Lorna Johnson, seconded Rachel Bowen.

The **COMMITTEE RESOLVED**

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

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

For:

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

3-26

Soft Plastics Trial - Options and Costs

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

Moved Lorna Johnson, seconded Grant Smith.

The **COMMITTEE RECOMMENDS**

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

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

For:

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

4-26 Committee Work Schedule - February 2026

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

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

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

For:

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

Karakia Whakamutunga

Councillor Lorna Johnson closed the meeting with karakia.

The meeting finished at 9.50am.

Confirmed 11 March 2026

Chair

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Annual Sector Lead Report: Environment Network Manawatū

PRESENTED BY: Amy Viles, Acting Manager Community Development

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

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

2. BACKGROUND

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

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

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

3. REPORT ANALYSIS

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

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

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

Table 1: Total funding allocation

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

Table 2: Assessment of agreed activities

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

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

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

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

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

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

4. CONCLUSION

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

5. NEXT STEPS

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

6. COMPLIANCE AND ADMINISTRATION

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

ATTACHMENTS

1. ENM Annual Report to PNCC February 2026 [!\[\]\(c5ef35af41b0b898839eede655fd6b7c_img.jpg\) !\[\]\(0136822f97810e10e6feb92bfbe594c4_img.jpg\)](#)
2. ENM Performance Measure Data for period 1 Jan 2025 to 31 Dec 2025 [!\[\]\(5701a593ca4e6db2ff3ffb94574ea968_img.jpg\)](#)




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Connecting and inspiring communities for environmental action

ENM Sector Lead Report

February 2026

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

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

About ENM

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

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

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

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

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



Our Pou

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

1. Climate Action

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

2. Biodiversity Protection & Enhancement

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

3. Community Food Sovereignty

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

4. Circular Economy

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

Key Functions

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

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



ENM's Contribution to PNCC Outcomes

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

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

We do this through our work to:

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

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

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

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

education initiatives, and behind-the-scenes coordination, ENM inspires people to get involved, builds capability across groups, and strengthens networks so that members feel part of a thriving collective movement. Responses demonstrate that ENM is consistently inspiring and connecting the community across six major areas of impact:

1. **Growing Community Connection Through Hui & Networks.** ENM is recognised as a central connector, providing space for relationship-building, collaboration, and morale-boosting for groups who often work in isolation. Many respondents said ENM's hui create vital opportunities to *meet, collaborate, and feel part of a larger movement.*

"Quarterly hui are really inspiring... connect with other people in the community and learn about the amazing mahi being done."

"An excellent forum for networking amongst environmental groups."

2. **Providing Resourcing & Back-Office Support.** ENM reduces barriers, enables delivery, and amplifies community-led initiatives. Respondents repeatedly highlighted how ENM's funding support and administrative help empowers their groups to act.

"Provided awesome funding for one of our projects."

"Back-office support for Repair Café is fantastic... volunteers can focus on repair, not admin."

"Support for community garden initiatives... funds are great for local communities."

3. **Inspiring Action Through Sharing Information.** ENM keeps the community informed, motivated, and connected to tangible opportunities. ENM's newsletters, comms, and updates are consistently named as one of the most inspiring features.

"Great newsletters... bottle top and lid recycling, circular economy and repair cafes."

"Sharing information about local environmental events and opportunities to get involved."

4. **Supporting Practical, Hands-On Sustainability Mahi.** ENM translates environmental values into action, fostering long-term participation and community-level change. People appreciate the practical initiatives ENM supports or coordinates—many of which lead to personal behaviour change and long-term engagement.

“Discovered plant crop swaps... now going regularly.”

“Got a community garden plot because of it.”

“Helped start the process of creating a food garden.”

“Workshops, circular economy mahi.”

5. **Encouragement, Advice, and One-on-One Support.** ENM validates and strengthens the work of both new and experienced groups. Several respondents mention receiving direct support, encouragement, or advice that led to new projects or confidence.

“Encouragement and support... suggestions + learning opportunities.”

“Marvelous support... just so much, I can hardly name it all.”

“I’ve implemented suggestions as applicable to me.”

“Kept in touch about natural burial work and promoted our successes.”

6. **Facilitating Collaboration and Cross-Pollination.** ENM’s role as a bridge between groups, funders, and community activities is one of its most valued functions and is strongly recognised

“Support for repair café and Trees for Survival.”

“Good opportunities for us to promote our cool projects.”

“The calendar is great... led me to new initiatives.”



In the past six months, ENM’s activity across all four of our Pou have continued to deliver towards PNCC’s priorities:

Climate Action Pou

ENM support PNCC’s goal of creating a sustainable and resilient city through delivery of our education and behaviour change programmes. Our Sustainable Living Workshops (previously known as Future Living Skills) provide access to relevant information and education to support more sustainable choices.

“I have learned that there are community gardens in Palmerston North, and that any group of three people can apply to start one up, and where to obtain seeds and seedlings. I have learned that any home can be made warmer and more energy efficient by lining the curtains. I have learned more ways on recycling.”

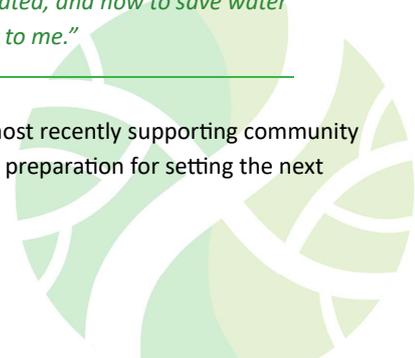
Participants hear from council and community experts on a range of sustainability-based topics, each with their own learning guide. The group learns from each other through facilitated conversations on a variety of engaging topics such as waste minimisation, gardening, water, energy and travel. In the last six months, we held eight Sustainable Living workshops, with 54 individuals attending at least one workshop, and 122 attendances over the whole series.



“My husband and I are increasing our effort in recycling and finding ways to do environmental and budget friendly gardening. We are also now donating to the Pataka Kai to show support to the community and that we have each other’s back.”

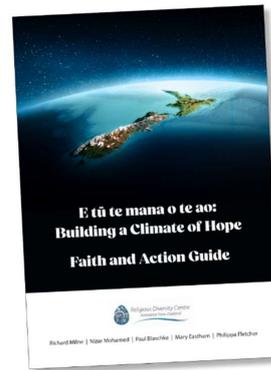
“I learned a great deal about water, including where the water supply for Palmerston North comes from, how wastewater is treated, and how to save water in daily life. This was very helpful to me.”

ENM also promotes climate action through advocacy efforts, most recently supporting community input as PNCC starts to consider ‘What Really Matters? 2026 in preparation for setting the next Long-Term Plan.



ENM has increased the scope of funding available through the Environmental Initiatives Fund (EIF) by partnering with Eastern and Central Community Trust from July 2025 with a priority on supporting projects that can demonstrate a climate impact.

In the past six months, the EIF has supported the Palmerston North Interfaith Group to undertake the Climate Clarity Youth Forum and The Religious Diversity Centre Climate Action Group to publish *E tū te mana o te ao: Building a Climate of Hope: Faith and Action Guide*.



To increase knowledge of local climate action mahi and the positive impact of the network, ENM worked with student interns from Massey University’s Sustainable Development Goals Master’s programme to collate and demonstrate the climate impact of our member’s activities. We are currently developing a plan to share the findings of this work.

Biodiversity Protection & Enhancement Pou

ENM has many members who focus on healthy, thriving ecosystem through biodiversity protection and enhancement, with a strong desire to see the Manawatū River and waterways restored to a healthy, respected and connected state. In the last six months we have hit a major milestone: dedicating capacity to support these groups and develop opportunities for connection between them by hiring a 0.5FTE Biodiversity Lead.

ENM has partnered with Trees for Survival to support their work in five local schools (Turitea, Riverdale, Palmerston North Intermediate, Glen Oroua and Opiki). This programme provides a shade house, potting mix, native plants, pots, watering systems, classroom resources and coordination support for students to pot up, care for and plant out approximately 1,000 native trees per year per school. ENM supports local



biodiversity groups by connecting students and families with existing projects, where possible. For example, Riverdale School is likely to be planting the trees they have been growing at Ahimate Reserve later this year.

We continue to work strategically to support Southern Ruahine Kiwi (SRK) to become an independent organisation with a vision to restore the taiao of the southern Ruahine ranges and return taonga species to where they belong. SRK is working closely with members of Rangitāne o Manawatū, Ngāti Kauwhata, Ngāti Huaiti (Mōkai Pātea) and Te Kāuru Eastern Manawatū River Hapū Collective to weave their aspirations into the kaupapa.

An interim SRK Governance Group has been established, the Pest Management Plan (PMP) has been approved and collaboration terms for fieldwork coordination have been agreed with Mauri Oho/Manaaki Ruahine Trust. Planning and fundraising efforts are continuing to ensure SRK can deliver on the PMP goals while volunteers clearing existing traps have been doing a fantastic job of keeping up where they can.



Community Food Sovereignty Pou

We continued to support mana whenua-led food sovereignty mahi, particularly through collaborating with Te Tihi in leading Ora Konnect's Kai Sovereignty Squad, and participating in the development of a Plan of Action for Ora Konnect's [He Ao Tōmua He Iwi Tōnuī](#).

We have encouraged community organisations to develop food sovereignty initiatives through supporting:

- Groups to take action by supplying tools and access to the ENM van and trailer.
- Te Pātaka Kai 4412 by providing seedlings for pre-Matariki planting and by connecting them to a key contact at Awapuni Nurseries for ongoing seedling donations.
- Groups to develop their ideas through providing advice on garden equipment needs, and options for low-cost, local suppliers, and encouragement to apply for Environmental Initiatives Funding.

"Our thanks and appreciation ...for the support ENM has given us to proceed with building a shared community garden ...I don't think we would've been able to achieve it without the guidance provided. Our little neighbourhood group are now enjoying the benefits of working together."

Environmental Initiatives Fund Small Grants for Kai Sovereignty projects were provided to Te Roopu Oranga o Highbury Trust: Te Whare Koha, The Free Store Charitable Trust, Roslyn Education and Community Health (REACH), Manawatū Community High School, Palmerston North woman’s friendship group and Early Intervention In Psychosis Service Palmerston North. This led to new or replenished gardens and/or compost bins for most of these groups, and food safety training for Just Zilch.



We facilitated a membership network of environmental groups and delivered environment-focused education through our hui in November, where 36 participants heard about the projects of RECAP, Bunnythorpe Community Gardens, and Te Pātaka Kai 4412; were introduced to a new app for creating direct connections between food producers and consumers which has potential use in the community food system; developed ideas for new projects together; and enjoyed experiential learning about local crop-swaps through exchanging their own produce, home preserves, books, plants, and equipment.

“I have had assistance in setting up my raised garden beds, advice on planting and growing vegetables and have been gifted 4 raised garden beds. As someone with a disability this has been crucial in getting my vege garden established.”

We supported community gardening groups such as Bunnythorpe Community Garden, Manawatū Community High School, Jireh Food Hub, Rangitīkei College, and the Let’s Grow Palmy events. We worked with PNCC to connect with community garden leaders toward developing appropriate signs for their gardens and encouraged the volunteers developing Roslyn Commons to formalise their gardening arrangements.





Through our ongoing collaboration with Kainga Ora, we delivered regular gardening workshops at Whare Manaaki. A group of keen kids, and occasional adults attend, learning how to plant and care for seedlings; how to build necessary garden structures, like wind protection and climbing frames; and how to harvest and eat from the mara kai!



Circular Economy Pou

“Recycling was explained, and there were lots of useful recourses given out. I enjoyed the different nationalities that I chatted to, and I have more confidence and knowledge.”

This year, we have developed new opportunities for capacity building and connection for existing and emerging groups interested in reducing waste, increasing use of sustainable or biodegradable materials and reusing resources. Our focus was to build a network of Circular Economy groups, and our first event, Textile Rescue and Repurposing Hui had 31 in-person attendees, and 7 online. The conversations were passionate and inspiring, with a lot of energy and ideas shared.

We supported five groups working to develop circular economy principles through the Environmental Initiatives Small Grants between July and December 2025. Projects supported were a recycling promotion activity, an e-waste collection service, a textile rescue project, a bike repair workshop and a wind turbine hackathon.

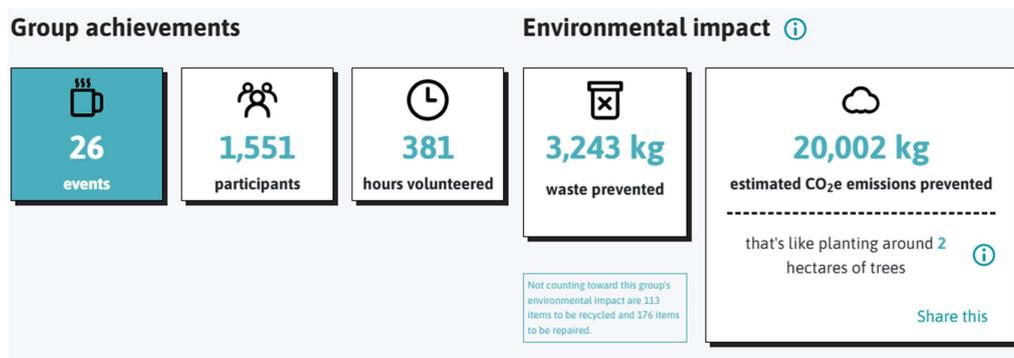
We have continued to support our groups in finding suitable volunteers for their work. When we connected a new volunteer to Upcycle One, she stepped straight into assisting, and it made an immediate difference. Yoko said, "She is a god-send!", who offered extensive help, and increased the scope of the group's re-use activities to include sewing and knitting.

The Repair Café has continued to thrive through a strong partnership with Menzshed and Supergrans Manawatū. 15-20 regular volunteers enjoy using their skills to repair people's valuable belongings. ENM's role of administration, communications and coordination has enabled the Repair Café Committee to focus on doing the important tasks of running a successful fixing event that makes a large impact in the community. B&M Electrical have now supported the Repair Café by providing Electricians at each Repair Café. Each electrician has left the event having made a significant contribution, and a new sense of the Repair Café culture. This is a celebration as it has been some time that the Palmerston North Repair Café has had a regular Electrician as part of the team.



" The Hemming workshop was fantastic! The facilitators were so kind. I learnt so much. I have never sewed and by the end I was sitting there, hand stitching. So many people could benefit from this, it helps us become more self-sufficient."

Since May 2023, when volunteers started using Restarters.Net to collate the Repair Café data, we have recorded the following:





ENM's lid recycling program provides a service for the public to drop off 2,4 and 5 plastic lids as well as metal lids, to be processed locally. We have collected 188kg of lids in the past six months, saving them from landfill, which only shows only a portion of what is occurring in this program. As well as an opportunity to 'do the right thing', it creates an opportunity for conversation, light touch education and connection. We have some regulars who come to assist with lid-sorting and a sense of care and community has developed. A few people come along with their support

workers and contribute in this way. We recently celebrated Clifton's birthday with cake and a card for him, from his lid-sorter friends.

We have been encouraging community members to take care of our urban waterways, through communications campaigns and sharing of resources. The system to borrow the Stream Clean Toolkit is now running self-sufficiently and effectively with a strong uptake from school groups wanting to participate. We've had 4 groups lead their own stream cleanups over the past few months, resulting in 234.8kg of waste removed from urban streams. In addition to this, ENM staff attended the NZ clean up week organised by PNCC, Palmy BID and NZ Precycle and assisted PNCC with sharing comms about Recycling Services and the recently held Chemical Waste Drop off Day.

Our Key Functions

We further contribute to a sustainable and resilient city by demonstrating characteristics of a sector lead through activities related to our Key Functions. These are outlined in our 2024-27 Strategic Plan, which guides the activities we focus on. In the past six months, we have focused on developing capacity and support for community organisations, networking and connecting, advocating strategically, engaging with membership, celebrating success, and communicating the Environmental Initiatives Fund to an expanded audience.

"I have found it inspiring to learn about the history of Rangitāne o Manawatū, in particular the ethos of peacemaking and partnership with tauīwi."

We provided capacity-building and support for community organisations, staff and board to become better Te Tiriti partners through coordinating the delivery of Rākau training facilitated by Warren and Virginia Warbrick. We welcomed 28 participants from 19 community groups (including ENM), creating a shared space to learn, connect, and reflect on Rangitāne history and its place in

Palmerston North. The feedback shows that participants found the experience deeply informative, emotionally meaningful, community-building, and personally transformative. People came away with a greater historical understanding of Rangitāne o Manawatū; perspective shifts about land, belonging, and local identity; strengthened relationships across the community sector; and an improved confidence in engaging with Māori worldviews.

We worked with Massey University to support the successful delivery of Aotearoa NZ Sustainable Development Goals Summit held in Palmerston North in September. Staff, board members and member groups representatives attended together, enjoying the chance to connect, and to expand our networks to a wider community. One of the team noted, “I felt as if the two days helped me to lift my gaze and have a more solid sense of what ENM contributes and has the potential to contribute, on a strategic level,” while another said, “it was a great reminder of the importance and relevance of all the mahi we are doing at ENM.” Whether it’s Kai, Circular Economy, Climate change or Biodiversity, the work of our network including all our amazing member groups and partner organisations is crucial for us to meet the UN Sustainable development goals by 2030.

“Glenn and I just wanted to say thanks so much for your multiple contributions to the Summit, from your role as a partner organisation (you made some great suggestions for content and speakers and field trips), to facilitating a session, through to talks from several of your ENM team at the event - and all of you ENM guys asked great questions and actively participated across the sessions at the Summit. It was just great having you all there!” Regina, organiser of SDG Summit

We further helped to build capacity and provide a high level of service to our membership. We provided advice on Board management software, and subsidised access the BoardPro for two groups. We provided access to ENM resources, for example, our projector, van, trailer, and gardening equipment; and we continued to publicise membership activity through social media and newsletters.

“Thank you for the use of the projector and for including a notice about our public meeting on Wednesday 12th. People who read your publication did attend the meeting; they were supportive and interested.”

To support environmental advocacy, we collaborated with PNCC officers to host a meeting for members to provide input into a draft Stormwater Plan for the city; and we ran two environmentally focused local election candidate events. We shared PNCC funding and consultation opportunities with our networks and provided input into PNCC’s What Really Matters 2026!

ENM enjoyed a well-attended and positive AGM at Caccia Birch House in October with plenty of opportunity for celebration of achievements, discussion for what is to come, and connection with



each other. We were inspired by Sian Cass, who presented about community efforts in developing the [Manawatū Estuary Management Plan](#); and Georgina Morrison, speaking about community's ability to respond to climate events, citing Environment Hubs Aotearoa's newly released [Community Resilience Research, undertaken with Massey University](#). Following a tight election with five nominees for 3 spaces, we welcomed Sivee Chawla, Dave Mollard and Nelson Harper to the ENM Board.

Throughout 2025, ENM worked closely with members to develop a new constitution that meets the requirements of the Incorporated Societies Act, and it was pleasing to see it accepted at the AGM. We were grateful for the valuable input received from our membership through the process. We acknowledge Lisa Christensen for her thoughtful mahi in weaving Te Reo Māori headings and phrases throughout the constitution. These additions provide a gentle yet significant wero, inviting us to operate in alignment with the principles expressed in each section. Lisa's mahi was further strengthened through the insightful feedback and recommendations provided by Alana Nuku from Te Ao Turoa and Todd Taiepa from Palmerston North City Council. We are proud of the final document and have confidence that it will continue to underpin the work of ENM for many years to come.

ENM was proud to support the successful Civic Award nomination for Harvey Jones, RECAP late last year. Celebrating the efforts of member groups, who are often run by volunteers is core to what we do. Supporting long-standing efforts of volunteers like Harvey, in groups like RECAP is critical to build and maintain environmental and community resilience and connectedness.

We are in the 6th year of administering the Environmental Initiatives Fund (EIF) for community-led environment initiatives thanks to our ongoing partnership with PNCC. In June, we expanded the scope and reach of the fund. It is now available to projects right across the Manawatū river catchment, after securing additional support from Eastern and Central Community Trust for 2025-28.



“Our little neighbourhood group really appreciate the help we’ve received and are now enjoying the benefits of working together. Thank you so much to ENM for helping us get started.”

One example of a successfully completed EIF project is the development of [Cloverlea Schools’ sensory garden](#), resulting in the creation of an inclusive, multifunctional outdoor space that enhances biodiversity and demonstrates practical applications of circular economy principles. The initiative involved full participation from all classes within the school. Students contributed to the planning and design process, selected and planted native species, and repurposed existing materials to construct garden features. Notable elements include a music wall created from recycled items and a garden path formed from upcycled resources. These features support hands-on learning while promoting sustainability. The completed garden now provides a vibrant habitat that encourages pollinators and supports ecological health. It also offers students opportunities to develop knowledge of kaitiakitanga, environmental stewardship, and collaborative problem-solving. The space has quickly become a valued taonga within the school community, offering a calm and engaging environment that supports wellbeing and curriculum-linked learning. The sensory garden is expected to serve the school for many years, enriching both the natural environment and the educational experiences of its students.



Challenges and opportunities ahead

Climate Action

This is an emerging area for ENM where we aim to support mana whenua climate action aspirations, advocate to influence policy settings and challenge assumptions, strengthen our partnerships with local government and community groups, and raise awareness of climate change. We still need to secure funding for dedicated climate action coordination to enable us to develop and support a proactive network of member groups focused on climate advocacy and sustainability initiatives.

Over the next few months, we plan to work with a volunteer to help us communicate the findings of the Climate Impact Mapping exercise we’ve recently completed. With 65 groups across four pou, the initial findings indicate that diverse focus areas of our membership collectively make a significant contribution to climate-pollution reduction across the Manawatū region. We need to

undertake further analysis and assessment of what the data is telling us, so we can share the collective impact of the membership with confidence.

Biodiversity Protection and Enhancement

Our aging member groups that have been in the field for many years and are looking to scale back their roles (particularly the physical aspects) as some of the mahi becomes too strenuous and are concerned about succession. On the flipside, we have witnessed renewed interest from local youth in native planting projects. The key over the coming year will be to connect the young, keen community members with the existing groups in a way that fosters connection and creates a sustainable path forward for these key projects.

This winter, we are looking forward to supporting school students from five schools to plant out approximately 4500 native trees and shrubs they have grown. A challenge for this Trees for Survival project is that we have more interest from schools and landowners than we have capacity to support. We are hoping to see increased support so this programme can continue developing and expanding in the area.

There are significant opportunities and challenges ahead for Southern Ruahine Kiwi – plans are well underway for the launch of a new Trust to take this work into the future. We want to ensure that hapū/iwi aspirations for the work are embedded in this early stage. Securing adequate resources and developing community support to deliver the Pest Management Plan are also critical to the success of this project, and the eventual return of taonga to the southern Ruahine.

Community Food Sovereignty

Many organisations working to support community food sovereignty are struggling with cuts to funding from central government and at the same time they are seeing increased demand from the community. Examples are places such as Te Tihi which have had cuts to the Te Whare Pūkai food distribution centre, and cuts to funding for the Niuvaka trust food support program. Just Zilch and Te Pataka kai 4412 have also reported drops in food supplied to them, yet community demand is at an all-time high.

On the flip side, more organisations are looking at long term solutions to food sovereignty, with traditional food support places setting up community gardens and ways in which they can grow their own kai, with good examples of this are City Mission in the very centre of Palmerston North as well as Shannon Kai Hub. There is a strong sense of community collaboration and learning in our network, and we expect our networking events to continue being well attended.

Circular Economy

We continue to work toward establishing and supporting a strong and proactive network of member groups who use best practice solutions and are focused on promoting and educating our community about living according to a circular economy. Active engagement in textile reuse conversations shows strong potential to evolve into an independent network. In the coming months, we will facilitate discussions to explore future directions and opportunities for those working in this area.

We hear constant concerns from the public about the lack of a soft plastic recycling option in Manawatū. Multiple times each week, people who are dropping off their lids ask us about this. They are frustrated to see soft plastic recycling readily available in towns as close as Levin and Whanganui, and can't understand why we as a city, don't have access to any drop off points. They know that soft plastic can be recycled, and they want to know why we aren't doing it here. While we know that recycling is not the panacea and answer to all challenges by any stretch of the imagination, it is vital that ENM supports any efforts to have something happen in this space ASAP!

Key Functions

We are looking forward to launching a new website by the middle of 2026. This is a critical tool to continue providing excellent communications, promotion and education, and our current website has reached its use-by date, having been first launched approximately 12 years ago. We are currently working with a local web developer to fully redesign the website, which we hope will bring a fresh look, increased functionality and better user experience.

ENM has long aspired to establish a fully functional environment centre in Palmerston North. While ENM currently meets many goals of such a centre, some gaps remain. Around this year's winter solstice, we will consider our dreams, review past discussions, celebrate our progress, and brainstorm future steps. We recognise that building the centre is not just about reaching a destination but about nurturing meaningful connections and shared visions along the way. Member input will continue to shape our journey, ensuring that a diverse range of voices and ideas are woven into our collective plans for the future.



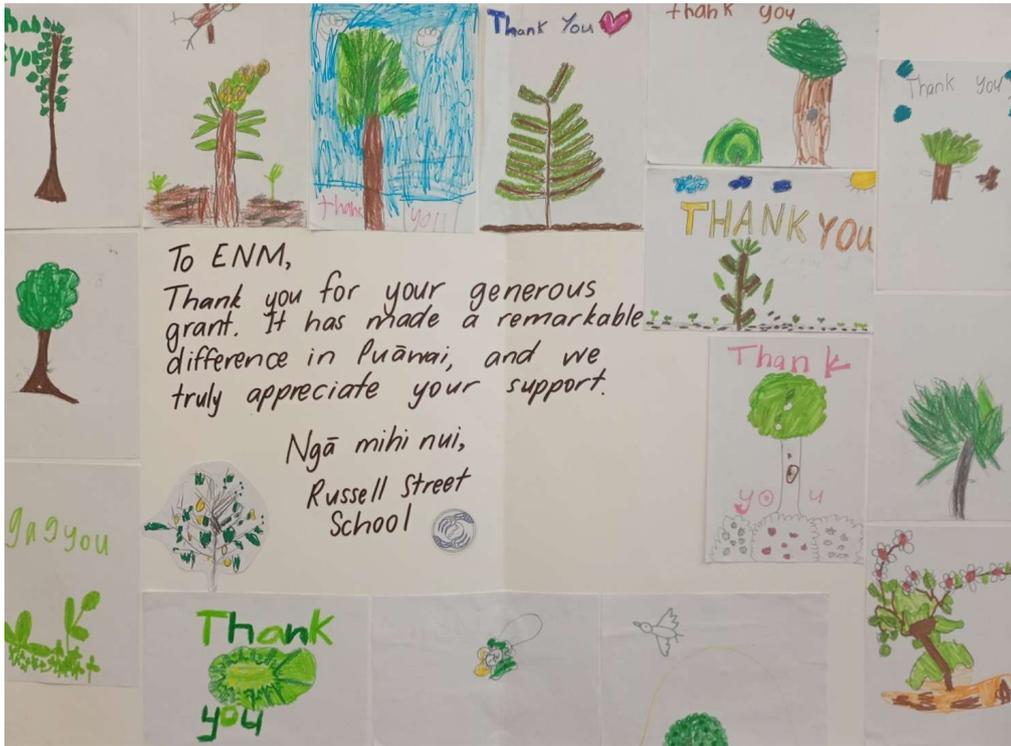
With the increase in capacity in our team, and the associated increase in activities offered, we have had to be strategic in our preparations for the year ahead. We have developed a membership engagement plan, that ensures we offer chances to connect both within and across the four Pou, as well as allowing sufficient time between each opportunity to keep things fresh. Check out our Save the Dates info below:



Reflections and conclusions

ENM acknowledges the significance of PNCC's support in our ability to achieve all that we do. This is a critical enabler for our organisation, but more importantly for all the groups and individuals that our work supports.





Appendix: He Kupu Whakamārama

The *whakatauākī* and *mihimihi* shared at the start of our introduction come from the front page of our new [Constitution](#). The following translations and explanations are provided to help the reader understand their meaning, and how they guide our work at ENM.

Hutia te rito o te harakeke, kei whea te kōmako e kō?

Ki mai koe ki a au, he aha te mea nui o tēnei ao?

Māku e kī atu, he tangata, he tangata, he tangata.

If you pluck the heart from the flax bush (which will then die), where will the bellbird perch?

What is the most important thing in this world?

I will say, to you, it is people, people, people.

This whakatauākī was composed by Meri Ngaroto, wahine rangatira of Te Aupouri. Although widely used as a waiata and whakatauākī, it can sometimes be misunderstood when using the word “important” as in this English translation. As any weaver will tell you, cutting the rito from a harakeke plant will cause it to die. The “importance” then, of people in this context is that they know how to respectfully interact with their environment, not that they are “the most important thing in the world” as the English text may prompt us to think.

Ka topa te manu mihimihi ki runga i ngā paemaunga o Tararua, o Ruahine

Ka heke iho ki ngā wai o Manawatū

Ka rere i te whānui me te whāroa o te whenua nei

Tae atu rā ki ngā wae karekare o Te Tai Hauāuru

Ka mihi kau atu ki te iwi manawhenua o Rangitāne

Ka mihi ki tēnā hapū, ki tēnā hapū

Ki tēnā marae, ki tēnā marae

Ko koutou te mana rangatira, te mana taketake o te taiao e noho nei tātou

Ko te reo mihi o ENM tēnei i runga i ngā kaupapa e whakakotahi nei i a tātou;

Oranga nuku, oranga rangi, oranga tangata!

The bird of greeting soars above the peaks of Tararua and Ruahine

It descends upon the waters of Manawatū

It flies the length and breadth of the land

Til it meets the waves of the seas of our Western Coast

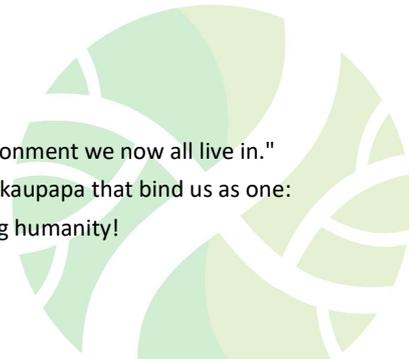
Acknowledging Rangitāne

At each hapū, each marae

It says "you are the rangatira, the indigenous mana of the environment we now all live in."

This bird is the greeting of ENM and it speaks in relation to the kaupapa that bind us as one:

Wellness of the earth, sky, and everything in between, including humanity!



ENM Performance Measure Data for period 1 Jan 2025 to 31 Dec 2025

RBA	Performance Measure	1 Jan 2024 - 30 June 2024	1 July 2024 - 31 Dec 2024	1 Jan 2025 – 30 June 2025	1 July 2025 – 31 Dec 2025
'How much'	Total number of members of ENM	65	66	65	67
	Total number of events and/or activities delivered for members of ENM	11	13	13	19
	Total number of Manawatū Food Action Network (MFAN) members	427	457	459	N/A
	Total number of projects supported by MFAN	26	27	27	N/A
	Total number of Manawatū River Source to Sea (S2S) members	33	34	34	N/A
	Total number of projects supported by S2S	10	10	7	N/A
	Total number of Food Sovereignty member groups	-	-	-	117
	Total number of Biodiversity member groups	-	-	-	34
	Total number of Circular Economy member groups	-	-	-	15
	Total number of Environmental Initiatives Fund (EIF) grants allocated (current new funds)	13	7	16	16 Environmental Initiatives Fund (EIF) grants in total were allocated
Total number of ENM volunteers across the organisation	263	73	72	N/A	
	Total number of EIF grants allocated for Kai Resilience projects		7 EIF grants allocated (6 Kai resilience)	8 EIF grants allocated for Kai Resilience projects, with 3 new Kai	7 EIF grants allocated for Kai Resilience projects

			projects, 3 of those new)	Resilience initiatives supported	
	Total number of visitors to the Repair Café		324 (across 5 Repair Cafes)	283	280
	Total number of Future Living Skills workshops delivered		8	8	8
34 'How well'	Percentage of ENM members who report they were highly satisfied/satisfied with ENM activities	100% (19/19)	69.2% (9/13)	57.1% (4/7)	N/A
	Percentage of members who report they are highly satisfied/satisfied with S2S activities	69.2% (9/13)	40% (4/10)	52.9% (9/17)	N/A
	Percentage of members who report they are highly satisfied/satisfied with MFAN activities	76.4% (26/34)	86.9% (20/23)	72.7% (16/22)	N/A
	Percentage of Biodiversity member groups who report they were highly satisfied/satisfied with ENM activities for this pou	-	-	-	82% (9/11)
	Percentage of Food Sovereignty member groups who report they were highly satisfied/satisfied with ENM activities for this pou	-	-	-	75% (6/8)
	Percentage of Circular Economy member groups who report they were highly satisfied/satisfied with ENM activities for this pou	-	-	-	71.4% (5/7)

	Percentage of participants at ENM events who report being highly satisfied/satisfied with the event	90.9% (50/55)	92.3% (36/39)	93.3% (42/45)	90.3% (28/31)
	Percentage of the EIF supporting new Kai Resilience projects		42.86% (3/7)	18.75%	N/A
	Percentage of the EIF dollars supporting new Kai Resilience projects				40.7% (6066/14914)
	Total number of items repaired at Repair Cafe		217	259	186
	Total number of participants at Future Living Skills workshops		128 participants (32 individuals across 8 workshops, some participants attending multiple workshops)	97	122
'Better off'	Percentage of participants who report they learnt something new as a result of attending an ENM event	88.5% (62/70)	88.5% (62/70)	88.7% (55/62)	90.3% (28/31) <i>(Slightly new wording*)</i> % of participants at ENM events reported that "I benefitted from attending an ENM event"
	Percentage of ENM members who report they feel better connected to other environmental groups as a result of ENM	94.7% (18/19)	76.9% (10/13)	71.4% (5/7)	N/A
	S2S: Percentage of members who report they are better connected to other river action groups as a result of S2S	46.1% (6/13)	60% (6/10)	70.6% (12/17)	N/A

	MFAN: Percentage of members who report they are better connected to other food resilience groups as a result of MFAN	84% (42/50)	92.5% (50/54)	82.5% (33/40)	N/A
	Percentage of Biodiversity groups report ENM helped them to be more effective	-	-	-	80% (8/10)
	Percentage of Food Sovereignty groups report ENM helped them to be more effective	-	-	-	75% (6/8)
	Percentage of Circular Economy groups report ENM helped them to be more effective	-	-	-	42.9% (3/7)
	Percentage of EIF recipients who report they were able to successfully deliver their initiative as a result of the grant (reporting on previously administered grants)	100% (12/12)	8	6	100% (New wording*) 6 EIF reports were due and 6 of them were marked as completed.
	Number and percentage of EIF Kai Resilience recipients report that they were able to successfully deliver their initiative as a result of the grant	-	62.5% (5/8)	100% (6/6)	N/A
	Estimated amount (in kgs) of waste diverted from landfill for the Repair Cafés	-	520 kg	616 kg	409 kg
	How confident do participants feel about applying their learnings in their everyday lives		17/17 of survey responses (100%)	9/9 of survey responses (100%)	16/16 of survey responses (100%)

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

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

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

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

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

2. BACKGROUND

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

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

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

3. REPORT ANALYSIS

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

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

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

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

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

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

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

4. CONCLUSION

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

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

5. NEXT STEPS

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

6. COMPLIANCE AND ADMINISTRATION

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

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

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



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Sector Lead Partnership Agreement Annual Report for 2025

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Section 1: Introduction

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

Our vision is **to see a strong, vibrant, and connected community sector in the Manawatū.**

Our mission is **to empower community groups to participate in, and contribute to, the community and its wellbeing.**

Our membership consists of more than one hundred for-purpose organisations and individuals working in the local community and social sector, and we are proud to partner with the City Council in this mahi.

This partnership has spanned the 55 years that we have operated, and we are particularly grateful for the City Council's ongoing financial support for Te Pū Harakeke and for the city's community sector more generally.

Section 2: Contribution to PNCC Outcomes

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

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

This report covers the period 1 January – 31 December 2025, and it is structured under the agreed activities set out in Schedule 1 of our Sector Lead Partnership Agreement and is followed by some general reflections on challenges and opportunities at the end.

2.1 A strategic leadership role within the sector

Te Pū Harakeke maintains a strategic leadership role within the sector through:

- Providing capacity-building and support for other community organisations to develop and connect.
- Delivering the highest level of expertise and highest quality service.
- Thinking, working, and advocating strategically
- Having robust strategic and business plans in place.

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

We actively advocated for the community sector at both local and central government levels on issues of importance to our communities.

Facilitating capability and capacity-building for community groups:

In 2025, we delivered 21 training workshops, reaching 225 community members and sector workers. These workshops covered a wide range of topics, including Te Tiriti o Waitangi, volunteer management, governance, first aid, sustainable funding, legal issues, and working with vulnerable communities.

Training seminars and workshops	
Total attendees across 2025	225
Training attendees who told us that they learned new skills or knowledge at the training they attended.	99%
Training attendees who told us that they will implement a change or changes to their work as a result of attending the training.	88%
Net Promotor Score across 2025 (NPS uses a scale from -100% to 100%).	74%

Feedback from training attendees includes:

“Fantastic insights! So much great advice & sharing of information.”

(Feedback from Community Communication Training)

“Such a fab connecting space. Lots of generous sharing of resources, tools, connections and experience.”

(Feedback from Intro to the Sector Training)

Our members also report a range of positive changes resulting from the training, including:

- Advancing the use of AI within their organisations and developing an AI policy following our AI training.
- Strengthening Board understanding of Health and Safety obligations, which led to the introduction of a new annual review schedule, following our Managers and Board Members Forum on health and safety.
- Building stronger connections and improving awareness of funding opportunities for the Funding and Grants Coordinator, as well as enhancing the organisation’s overall funding strategy, following our Financial and Accounting training series.
- Creating a more welcoming and inclusive environment for a wider range of people as a result of our inclusion training.

Te Tauteka – Technical Support

“Te Tauteka” – A brace or support structure, or a pole used to carry something to share the load between two people. This alludes to the programme helping to support an organisation in HR, governance, and financial and accounting issues. We also facilitate connections and partially fund our members access to professional accounting and legal services.

In 2025, eight organisations reached out to us through this programme, seeking support with governance, strategic planning, and funding challenges. We also introduced a new financial training series and reintroduced Community Accounting, both of which have strengthened the sector’s financial capability.

Facilitating a membership network for the community sector

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

As of December 2025, our membership consists of 110 community groups, individuals, businesses, and agencies working within the community sector, though our services are not limited to members alone.

Te Pū Harakeke members by category	
Full Members (not-for-profit community or social service groups)	95
Associate Members	6
Individual Members (including life members)	9
Total	110

Our membership remains stable, with community groups consistently reporting that they find value in our mahi and in the opportunities we provide for networking and connection.

We continue to broker collaboration and facilitate information-sharing, particularly with national and regional organisations that do not have a local presence in Palmerston North. For example, we partnered with Ngā Tāngata Microfinance to share information about their financial support services, and with Habitat for Humanity to explore responses to local housing issues.

In 2025, we held 11 networking events for members and sector workers, alongside our regular six-weekly member meetings. A total of 460 people participated in our community and networking events, creating spaces for community workers to broaden their networks, identify opportunities for collaboration, and stay informed about sector activities and available capacity.

We also reintroduced the Managers’ Forum and launched a new Board Forum, offering valuable opportunities for managers and board members to connect, share insights, and support one another.

In our most recent survey of members, 87% of respondents said they are both more connected to the community sector and more informed about relevant issues as a result of their membership.

Comments from members include:

“I very much appreciate all the opportunities you provide to us. Ngā mihi”

“There is a wide variety to choose from with something for everyone, so; well done!”

“You’re doing a great job! Keep it up”

“Keep up the great work. Your programmes and services are a vital asset to the Community Sector”

(Anonymous responses from the members’ survey in January 2026)

We distribute a monthly Flax Pānui/Newsletter, sharing sector news and information to keep kaimahi informed about relevant issues, sector events, new programmes and services, funding and training opportunities, and more. Flax is distributed monthly and currently has 515 subscribers. It remains the most effective communication tool preferred by the community, with nearly 74% of survey respondents receiving news through Flax and 87% via email.

We hold the Social Wellbeing Forum (SWF) biennially. Feedback from the 2024 Forum indicated strong interest in having an annual event. While resource constraints prevent us from returning to the previous model of annual SWFs, we are introducing the Community Sector Update Event, which will take place in the gap year between Forums.

The purpose of this new event is to provide the community sector with opportunities to network, stay informed about current issues, and hear directly from local authorities, government agencies, and funders about their priorities and updates. It also creates a platform for government departments and sector leaders to share policy changes and emerging focus areas with the community.

The first Community Sector Update Event was successfully held on 5 December 2025 at the Conference and Function Centre, with 90 attendees. Participants included representatives from PNCC, MSD, DIA, Public Trust, and the housing, mental health, disability, finance and budgeting support sectors, as well as community workers from across the sector.

2.2 Distributing the Community Development Small Grants Fund

The Community Development Small Grants fund is provided by PNCC as part of your annual budget and is to provide up to \$5,000 per group for essential administration expenses to enable local not-for-profit community groups to operate. 69 groups made applications for the 2025/26, of which 54 were approved. As has been the case in previous years, the fund was oversubscribed, and groups were allocated funds on a pro-rata basis (of the 54 approved applications, the average amount requested was \$4,668, and the average amount allocated was \$3,379). As with last year, and in line with the Funding and Support Policy, groups demonstrating a higher level of need were prioritised. This meant that some larger organisations, or those with larger reserves, were declined, meaning successful applicants were allocated a greater portion of what they applied for than in previous years.

Details of small grant funding are provided in the table below:

Community Development Small Grants – Financial Year 2025/26	
Total number of applications assessed	69
Total number of grants distributed	54
Total number of emergency grants applied	0
The following reporting measures relate to the funds distributed in the 2024/25 financial year (2025/26 statistics not available until we receive accountability reports later in the year):	
Percentage of applicants who report that the application and assessment process was efficient	98%
Number applicants who report they are better able to meet their essential administration expenses	100%

The \$5,000 cap for the Small Grants Fund has not been reviewed or changed since 2011. We note that in previous discussions with the Council, the sector has requested increasing the cap alongside an increase in the overall allocation for the Community Development Small Grants Fund to accommodate this change. This adjustment is necessary to account for inflation over time and to better align with population growth and increasing community demand. It would also help strengthen the sector’s capacity to deliver essential services.

2.3 Managing Hancock Community House

We have provided day-to-day administration of Hancock Community House. This role oversees the daily operations of Hancock Community House, providing reception services, managing bookings, and coordinating tenant meetings. It serves as the main point of contact for maintenance, health and safety concerns, and contractor access while liaising with PNCC on related policies. Additionally, the role promotes the facility, supports tenant organisations, and manages a \$5,100 grant for furniture and equipment purchases.

Hancock Community House – Reporting Measures	
Reception desk is staffed weekdays from 9am to 4pm daily.	Achieved
Customer satisfaction survey shows that 95% of room users were ‘somewhat satisfied’ or ‘very satisfied’ with their booking use and experience.	100%
Tenant’s satisfaction survey shows that 95% of tenants were ‘somewhat satisfied’ or ‘very satisfied’ with their use of the facility and services provided.	100%
Access card register is up to date	Achieved
A ‘contractors onsite’ register is maintained.	Achieved
A ‘current tenants’ register is maintained.	Achieved
A ‘building maintenance’ register tracking the reporting and resolution of health and safety issues is maintained.	Achieved

A 'hazard register' is maintained.	Achieved
Tenants' meetings are held at least quarterly.	Achieved
One activity or initiative is delivered per year promoting the availability and use of Hancock House to community groups	Achieved
The furniture and equipment budget is spent each year in an appropriate manner, with records of purchases kept.	Achieved (2025/26)

Funds for the year were applied to:

Technology replacements	\$1,298.90
Cleaning furniture in common areas	\$ 547.40
Heat-pump for a meeting room	\$ 1,897.57
Miscellaneous	\$ 115.35
Remaining	\$ 2,005.78
Total (GST incl.)	\$5,865.00

The \$ 2,005.78 remaining will be used for furniture and technology replacements in the last 6 months of the FY 2025/26.

Funds accumulated from koha received for the use of the small meeting rooms are tracked and will be used to supplement the funding for furniture & equipment grant from the Council.

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

"The team at Hancock community centre are easy to work with and provides all the required information and/or access codes with ample notice"

(Anonymous room hirer survey respondents- Jan 2026)

"TPH are very good at communicating with all HCH occupants re: all matters relating to the premises. They follow up with issues raised and advise back promptly. From what I hear, their regular meetings with occupant managers are proactive and look at forward plans/requirements."

(Anonymous tenant survey respondent- Jan 2026)

Section 3: Challenges

Te Pū Harakeke monitors and tracks the challenges facing community organisations and their clients over time. Unsurprisingly, our January 2026 sector survey again shows that the cost of living, financial hardship, housing insecurity, and mental health remain the key challenges facing the sector. Community organisations are facing increasing pressure as demand rises amid declining resources, funding, and volunteer availability. Staff recruitment and retention remain a significant challenge due to ongoing financial constraints and the need for highly qualified staff who are in short supply. Recent changes to the Equal Pay Act, that may have made the sector may appealing, have added further pressure across the sector that had been working for many years on an equity claim that was months away from completion.

There are also concerning trends within the wider sector context. According to the Ministry of Health, 14.4% of adults experienced high or very high levels of psychological distress in the four weeks prior to the 2024/25 survey, an increase from 13% the previous year. Notably, methamphetamine use in 2024 was the highest ever recorded, at 74% above the average of the past three years. While government statistics show that by mid-2025 the number of people on the social housing register had fallen from 25,483 in November 2023 to 19,297, the 2025 CAB report highlights that recent policy changes have tightened the criteria for emergency housing, making it inaccessible for many people who need it most.

In this context, strengthening collaboration across the sector is vital. Te Pū Harakeke – Community Collective Manawatū continues to play a sector leadership role by connecting and supporting collaboration among local community and social service organisations. We provide capability-building and technical support to community organisations, while also representing shared sector concerns and advocating for policy changes that promote wellbeing. We extend our sincere thanks to the Palmerston North City Council, and to the staff and volunteers across community and social services, for their continued support and commitment to the wellbeing of our community.

Te Pu Harakeke Performance measure data for period Jan 2025 to Dec 2025

RBA	Performance Measure	1 Jan 2024 – 30 Jun 2024	1 Jul 2024 – 31 Dec 2024	1 Jan 2025 – 30 June 2025	1 Jul 2025 – 31 Dec 2025
'How much'	Total number of member organisations	115	111	113	110
	Total number of capability and capacity building training sessions delivered	8	9	9	12
	Total number of attendees at the training sessions	109	111	105	120
	Total number of organisations who access capability and capacity support services	2	3	7	2
'How well'	Percentage of trainees who report they are likely to recommend the training sessions	90% (65 of 72 respondents)	80% (53 of 66 respondents)	77% (60 of 78 respondents)	74% (66 of 89 respondents)
'Better off'	Percentage of member organisations who report they feel more connected to the community sector as a result of their membership with Te Pū Harakeke – Community Collective	70% (21 of 30 respondents)	84% (31 of 37 respondents)	88% (29 of 33 respondents)	87% (27 of 31 respondents)
	Percentage of attendees who report they learnt new skills and knowledge as a result of the support that is provided by Te Pū Harakeke	96% (83 of 86 respondents)	97% (70 of 72 respondents)	100% (79 out of 79 respondents)	99% (91 out of 92 respondents)
	Percentage of attendees who report they intend to implement new knowledge within their organisation	91% (79 of 87 respondents)	93% (66 of 71 respondents)	88% (69 of 78 respondents)	88% (78 out of 89 respondents)
	Percentage of participants who report they learnt new skills and knowledge as a result of support services provided by Te Pū Harakeke – Community Collective	100% (2 of 2 respondents)	-	0	0
	Percentage of participants who report an improvement in their organisation	100% (2 of 2 respondents)	-	0	0

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Annual Sector Lead Report: Manawatū Multicultural Council

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

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

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

2. BACKGROUND

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

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

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

3. ANNUAL REPORT ANALYSIS

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

3.7 Table 1: Assessment of agreed activities

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

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

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

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

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

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

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

4. CONCLUSION

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

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

5. NEXT STEPS

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

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

6. COMPLIANCE AND ADMINISTRATION

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

ATTACHMENTS

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



Manawatū
Multicultural Council Inc.

Manawatu Multicultural Council

Sector Lead Partnership Report 2026

Sector Lead Partnership Report 2026

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Section 1 – Introduction

The Annual Sector Lead Report for 2025 provides an overview of the Manawatū Multicultural Council's (MMC) performance over the past year and reflects on the wider and ongoing impact of our work in supporting culturally and linguistically diverse communities across the region. The report outlines key achievements, service outcomes, and strategic initiatives delivered in response to identified community needs, underpinned by MMC's commitment to inclusion, equity, and community wellbeing.

Over many years, MMC has played a significant role in strengthening the social, economic, and civic participation of ethnic communities. This has been achieved through improving access to services, building individual and community capability, and fostering strong partnerships with Palmerston North City Council, central government agencies, service providers, and community organisations. These sustained efforts have strengthened trust, enabled earlier support interventions, and contributed to building resilient communities. Collectively, MMC's work supports social cohesion, reduces isolation and vulnerability, and contributes to a safer, more connected city where residents are better supported to participate and succeed.

By the end of 2025, MMC had grown to include 69 member groups. Throughout this growth, MMC has remained committed to promoting mutual understanding, respect, and positive intercultural relationships within an increasingly diverse community. MMC continues to evolve as an inclusive community hub where cultural identities are valued, languages and traditions are shared, and meaningful connections are formed across communities. Through this role, MMC supports stronger community relationships and contributes to Palmerston North being a welcoming and inclusive city.

Our long-term vision is for MMC to be a sustainably funded, high-profile organisation leading multicultural engagement across the region. To achieve this, MMC aims to:

- Be a trusted first point of connection for migrants and former refugees, providing accessible support services and a welcoming environment.
- Maintain strong and collaborative partnerships with strategic stakeholders and community groups to maximise collective impact.
- Deliver innovative, high-quality programmes and events that celebrate cultural diversity and respond to evolving community needs.

- Demonstrate operational excellence through effective governance, strong service delivery, and recognised sector leadership across agencies and the wider community.

Section 2 – Contributing to PNCC Outcomes and Agreed Activities

The Manawatū Multicultural Council’s programmes and activities continue to support Palmerston North City Council’s strategic priorities, particularly:

- **Goal 2 – A Creative and Exciting City**
- **Goal 3 – A Connected and Safe Community**

As a Sector Lead organisation, MMC contributes to these outcomes by prioritising initiatives that strengthen community connection, promote inclusion, and support culturally and linguistically diverse communities to participate fully in civic and social life.

MMC continues to focus on the following priority areas:

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

MMC delivers programmes and initiatives that reduce barriers to participation, promote intercultural understanding, and strengthen access to services and opportunities for migrant and former refugee communities.

Priority 3 – Supporting communities to achieve their aspirations.

MMC works alongside ethnic community groups to build leadership capability, strengthen community networks, and support communities to identify and achieve their goals.

This report highlights MMC’s activities and achievements across 2025. It outlines key service delivery areas, community engagement initiatives, and collaborative partnerships that contribute to improved wellbeing and participation outcomes for the ethnic communities across the region. The report also reflects MMC’s commitment to responding to emerging community needs while maintaining strong partnerships and effective service delivery.

2.1 Operating the Multicultural Centre

The Manawatū Multicultural Council Centre is operated by MMC from Level 2, Hancock Community House. The Centre serves as an accessible and inclusive service hub supporting migrants, newcomers, international students, and people from refugee backgrounds across the Manawatū region.

In addition to delivering practical support services, the Centre provides a trusted and welcoming environment where individuals and families feel safe, respected, and supported. Through opportunities for learning, social connection, and personal development, MMC supports individuals to build confidence, strengthen their sense of belonging, and actively participate in community life.

All programmes and services delivered through the MMC Centre are offered free of charge and are open to all members of the community, regardless of visa or residency status. This ensures equitable access to support services and reduces barriers that may otherwise prevent individuals and families from seeking assistance.

For many participants, MMC has become a familiar and supportive space where many home languages are spoken, cultural identities are recognised, and meaningful relationships are formed. Through this environment, MMC supports individuals and families not only to access information and services, but also to develop social connections, maintain cultural identity, and strengthen their overall wellbeing.

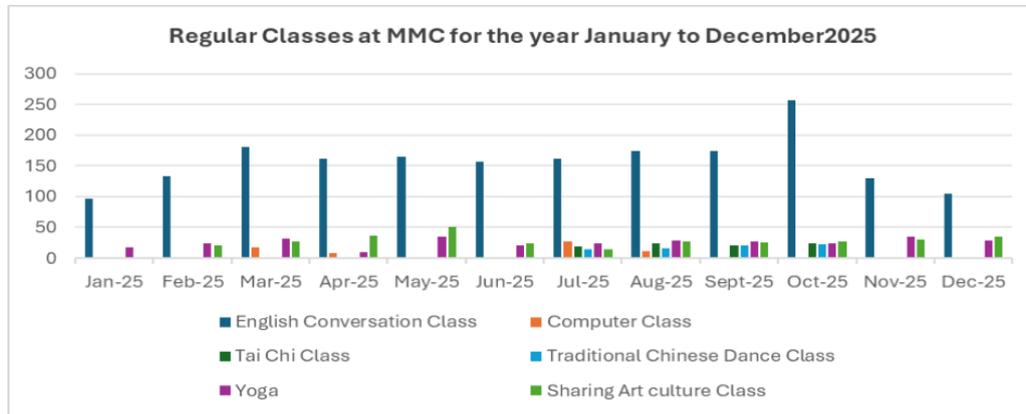
By providing a safe, inclusive, and culturally responsive community hub, MMC contributes to strengthening community cohesion and supports Palmerston North to remain a welcoming and connected city.

2.1.1 Regular Classes and Activities at MMC Centre

All regular MMC classes are delivered by volunteer teachers, with programme coordination and enrolment enquiries managed by MMC staff. The MMC office operates Monday to Friday, from 10:00am to 4:00pm. All classes in 2025 were held at the MMC Centre in our meeting room.

The bar graph above illustrates monthly attendance trends from January to December 2025. Participation levels varied throughout the year depending on participant availability and seasonal commitments. Attendance data indicates that English Conversation classes consistently recorded the highest participation rates. This reflects the ongoing demand from migrants,

newcomers, and former refugees seeking to improve English language skills for daily communication, education, and employment opportunities.



In 2025, MMC delivered six English Conversation classes per week, including one evening class to improve accessibility for participants with daytime commitments. Volunteer teachers developed weekly learning topics tailored to participant needs. In addition to language learning, the classes provided valuable opportunities for participants to build social connections and support networks. Across the year, English classes recorded approximately 1,900 cumulative attendances. This figure represents total session attendance rather than individual participant numbers, as many participants attended multiple sessions.

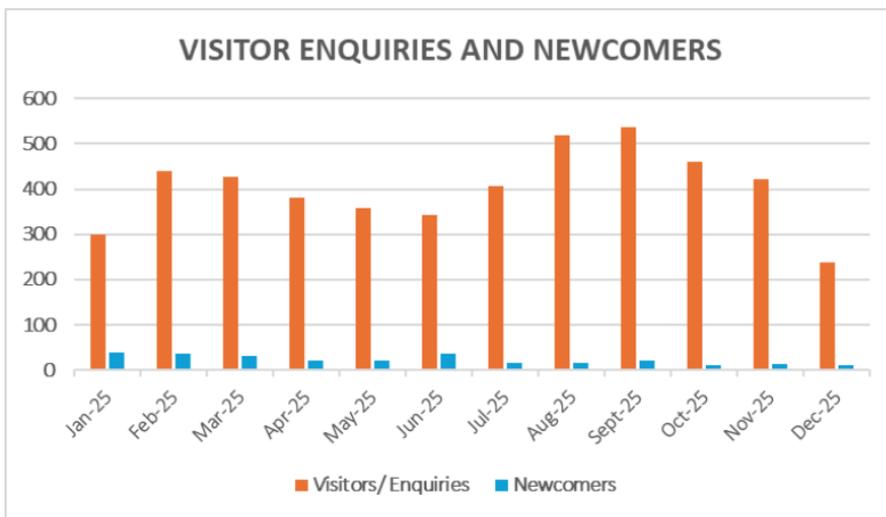
Other classes were typically delivered once per week, which contributed to lower overall attendance figures. The Computer Skills programme, delivered in partnership with DIGITS, consisted of five sessions per course, with two courses delivered in 2025. Class sizes were intentionally limited to a maximum of seven participants to allow for individualised support, resulting in a total of 64 attendances across the year.

The Yoga class recorded 302 attendances during 2025, supporting participant wellbeing and physical health. The Traditional Chinese Dance programme recorded 72 attendances and was delivered over a four-month period, with delivery limited due to the instructor being overseas. Tai Chi classes, delivered by the same instructor, recorded 85 attendances.

The Sharing Art and Culture class recorded 319 attendances during the year. This programme provided participants with opportunities to express creativity, share cultural knowledge, and strengthen social connections within a supportive environment.

Across all classes, MMC aims to provide a welcoming and inclusive environment where participants feel safe, supported, and encouraged to engage.

These programmes contribute to **PNCC Goal 3 – A Connected and Safe Community** by strengthening social participation, supporting wellbeing, and fostering meaningful connections across diverse communities.



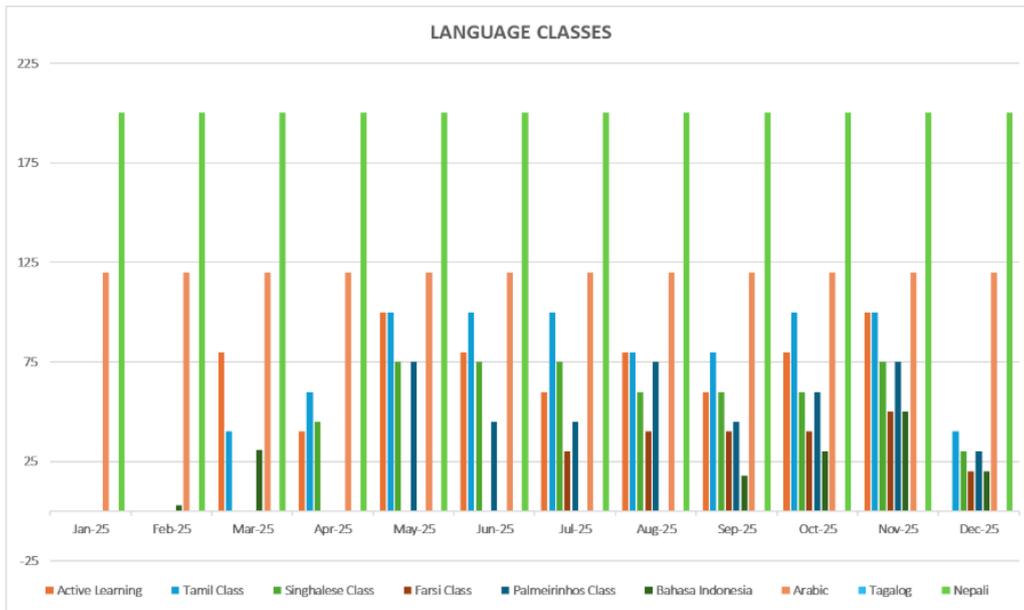
2.1.2 Language Support Groups

MMC continues to support community-led language programmes, with a focus on strengthening developing language groups while supporting the sustainability of more established programmes. These language initiatives play an important role in supporting cultural identity, intergenerational connection, and language preservation within multicultural communities.

Collectively, language support programmes currently engage approximately 185 children across multiple language groups, including:

- Portuguese*
- Chinese*
- Bahasa Indonesia*
- Sinhalese*
- Tamil*

- Nepali
- Arabic
- Farsi*



Attendance across language classes remains strong, with many programmes delivered at the MMC Centre. The Centre provides a safe, accessible, and culturally inclusive venue that supports both language learning and community connection.

Language groups are also encouraged to participate in community-wide initiatives such as the biennial Language Expo. These events provide opportunities for language groups to showcase their cultural heritage, strengthen visibility within the wider community, and build connections between different cultural groups.

As several language programmes have become well established and self-sustaining, MMC has gradually transitioned from direct programme support to a facilitation and advisory role. MMC continues to remain available to provide logistical support, advocacy, and development assistance when required, ensuring that programmes remain accessible and sustainable. These language initiatives contribute to strengthening cultural identity, promoting intercultural understanding, and supporting positive community participation across Palmerston North.

2.2 Delivery of Holiday Programmes, Kids and Youth Activities

In 2025, MMC continued coordinating school holiday programmes and youth-focused initiatives designed to engage children and young people from multicultural communities. These programmes aim to support positive youth development by providing opportunities for learning, creativity, leadership, and social connection. Through these initiatives, MMC supports tamariki and rangatahi to develop confidence, skills, and a stronger sense of belonging within their communities.

Kids Market & Global Market

Following the success of the 2024 Kids & Global Markets, MMC continued its collaboration with Global Parents Support to deliver the programme during the April school holidays. The programme retained its kaupapa of empowering children to plan, create, and sell products, while building entrepreneurial skills and confidence. The event continued to attract strong participation from families across a wide range of cultural backgrounds, providing opportunities for children to showcase creativity and develop practical skills.

Te Manawa School Holiday Programmes

MMC strengthened its partnership with Te Manawa in 2025 by delivering three school holiday programmes across Term 2 and Term 3. These programmes were designed for children and young people aged 9–15, catering to diverse interests and learning styles, and included:

- Science Day – Sunlight Exhibition
- Art Day – Print It! (a printmaking workshop exploring artistic traditions from around the world)
- Bead Mosaic Workshop – a culturally themed art programme facilitated by an MMC volunteer

All programmes reached full capacity, reflecting strong community interest and engagement.

Kids & Youth Activities – Pop Up Play (Multicultural)

Building on the success of the 2024 initiative, MMC continued its collaboration with Palmerston North City Council, Global Parents Support, and Sport Manawatū to deliver a multicultural Pop-Up Play event in 2025. The event was held at the Highbury Whānau Centre to increase accessibility for families living in surrounding communities, including migrant and former refugee families who may face barriers attending centrally located events.

The “Play, Collect, Win” activity pass was reintroduced to encourage participation across multiple activity stations. Participants collected stamps by engaging in activities and were able

to redeem prizes consisting of snacks from around the world. Youth were actively involved in the delivery of the event, taking on roles as game and stall ambassadors, supporting participants and helping to create a welcoming, inclusive atmosphere.

The event received very positive feedback, with approximately 400 attendees participating throughout the day.

Youth Activities – Poipoia Te Pitomata

MMC continued its successful collaboration with St John to deliver the Poipoia Te Pitomata youth development programme. The programme is designed to support rangatahi aged 14–25, particularly those who may not otherwise have access to structured leadership and wellbeing programmes.

The 2025 programme was delivered from 30 June to 3 July at Palmerston North Boys’ High School, facilitated by two St John staff members. A total of 26 rangatahi participated, representing the highest enrolment to date. Participants reflected a diverse range of backgrounds, including Asian (54%), Middle Eastern (21%), South American (3%), Pasifika (3%), and NZ Pākehā (7%).

Participants completed programme components aligned with three digital achievement badges: Rangatiratanga, Whakaora Whāwhai, and Whatumanawa, supporting leadership development, first aid skills, and personal wellbeing.

Youth Activities – Youth Themed Potluck Dinner

As part of Youth Week celebrations, MMC hosted a youth-themed potluck dinner that provided an opportunity for multicultural youth groups to share their activities and achievements. Presentations were delivered by youth-led groups including MMC Catch Up Club, Globetrotters, and other multicultural youth initiatives. The event supported youth leadership, cultural sharing, and peer connection.

Through the delivery of these programmes and events, MMC continues to support youth participation, strengthen cultural identity, and create inclusive opportunities that contribute to the wellbeing and development of young people across multicultural communities.

2.3 Providing Educational Workshops

Through longstanding engagement with multicultural communities, MMC has developed strong and trusted relationships with a wide range of ethnic community groups. These relationships enable MMC to identify emerging community challenges and areas where early support and targeted education can prevent more significant barriers developing over time. While many of

these challenges are not always directly linked to financial hardship, they can have significant social, wellbeing, and participation impacts if not addressed early.

As an umbrella organisation representing close to 60 ethnic community groups, MMC recognises its role in supporting community capability, wellbeing, and access to information. MMC's educational workshops focus on key priority areas including youth development, elderly wellbeing, communication and settlement support, and community education. These workshops complement MMC's wider service delivery by providing preventative education, practical life skills, and culturally responsive information to support community members in navigating everyday challenges.

In 2025, MMC delivered a broad range of educational workshops, including:

- 3 Steps For Life
- Senior Lunchtime Programme
- Steady As You Go – delivered in collaboration with Age Concern
- Learner Licence Workshop
- Happy Women Workshop
- Happy Families Workshop
- Constitution Workshop
- Happy Seniors Workshop
- Job Interview Workshop
- Te Manawa School Holiday Programme Workshops
- Employment Workshop

These workshops were designed to support multicultural community members to strengthen personal capability, improve confidence, and develop practical skills that support successful settlement and community participation.

Across all educational workshops delivered during 2025, a total of 3,250 participants attended. Participant feedback indicated strong satisfaction levels, with approximately 90% of respondents rating workshops as “very satisfied.” This participation level and positive feedback demonstrate the relevance, accessibility, and impact of MMC's education programmes in supporting multicultural communities across the region.

Through the delivery of educational workshops, MMC continues to strengthen community capability, support informed decision-making, and contribute to positive wellbeing outcomes for culturally and linguistically diverse communities.

2.4 Provision of Language Translation Services

The Manawatū Multicultural Council (MMC) provides language translation and interpreting services to support effective communication across multicultural communities. MMC maintains a network of nearly 90 registered translators and interpreters, collectively covering approximately 50 languages.

These services are delivered to both government and non-government organisations to support equitable access to essential services for migrant, newcomer, and former refugee communities. Organisations supported through MMC's language services include Palmerston North Hospital and other health providers, the Ministry of Education, local schools, the Community Law Centre, Immigration New Zealand, and a range of community organisations.

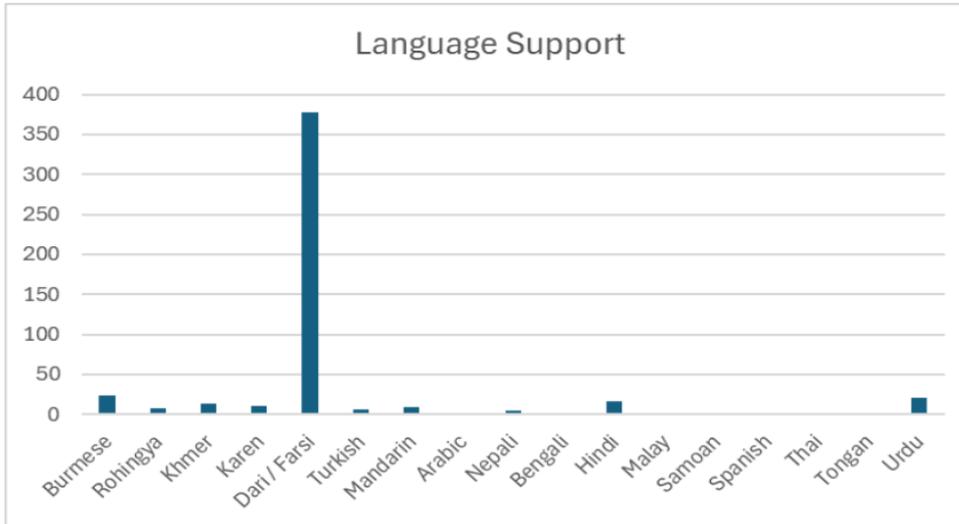
By providing professional and culturally responsive language support, MMC helps reduce communication barriers, improve access to services, and support individuals and families to engage more confidently with health, education, legal, and immigration systems.

In 2025, MMC delivered over 500 language support sessions across multiple languages. Service data shows that Dari / Farsi was the most frequently requested language, with 378 sessions delivered during the year. This was followed by Burmese (23 sessions), Urdu (20 sessions), and Hindi (16 sessions).

Additional language support was provided in Khmer (13 sessions), Karen (11 sessions), Mandarin (9 sessions), Rohingya (7 sessions), and Turkish (6 sessions). Further support was also provided in Nepali (4 sessions), Malay (2 sessions), and several other languages including Arabic, Bengali, Samoan, Spanish, Thai, and Tongan, each with one session delivered.

These figures represent the number of service sessions delivered rather than the number of individual clients supported, as many clients required ongoing language assistance across multiple appointments or service engagements. The data highlights continued demand for

professional language support, particularly within recently arrived communities, and reflects MMC’s role in supporting accessible and inclusive service delivery in Palmerston North.



2.5 Leading a Membership Network for Cultural Groups

MMC continues to provide leadership, coordination, and support to a strong and diverse membership network representing 69 member groups across the Manawatū region. The network provides a collaborative platform that strengthens communication between communities, supports leadership development, and enables collective advocacy on issues affecting multicultural communities.

MMC continues to strengthen partnerships by inviting representatives from key organisations and agencies to engage directly with member groups. These presentations supported communities to better understand available services, funding pathways, compliance requirements, and opportunities for community development.

MMC maintains regular communication with member groups through quarterly newsletters, weekly information updates, and social media engagement.

Through this coordinated membership network, MMC strengthens community leadership, supports sustainable community development, and contributes to a connected and inclusive multicultural sector within Palmerston North.

2.6 Contributing to the Delivery of Cultural Events and Celebrations

The Manawatū Multicultural Council (MMC) continues to play a central role in supporting and coordinating cultural events and celebrations that recognise and showcase the diversity of cultures within Palmerston North. These events create opportunities for cultural expression, community participation, and intercultural understanding, contributing to a vibrant and inclusive city.

In 2025, MMC organised and supported more than 59 cultural events and community programmes, including:

- Summer Reading Programme Finale
- Lunar New Year Celebrations
- Festival of Cultures (Ethkick, Multicultural Parade, and World Fair)
- Teas & Coffees of the World
- Family Fun Day – Manawatū Community Hub Libraries
- UCOL International Day and Community Connect
- Language Expo
- May Music Month
- World on Stage
- Parliament Visit
- Diwali Mela
- Palmy Play Festival
- Christmas Parade

In addition to large-scale public events, MMC continued to support community connection through regular cultural exchange activities, including monthly multicultural potluck dinners and lunches. These gatherings are typically held on the last Friday of each month and provide a welcoming, informal environment where community members can share food, traditions, and cultural experiences. Feedback from participants remained highly positive, with approximately 95% of respondents expressing satisfaction with the opportunity to engage with other cultures and communities.

The Parliament Visit programme resumed in 2025 following several years of pause. A group of 40 participants travelled to Wellington for a full-day educational visit that included Te Papa and the New Zealand Parliament. Participants were welcomed by local Member of Parliament Tangi Utikere and had the opportunity to visit the Parliamentary Debating Chamber. The programme

provided participants with increased understanding of civic processes and encouraged greater community engagement. MMC intends to continue offering this visit on a biennial basis, subject to community interest and available resources.

Through the coordination and support of cultural events and celebrations, MMC strengthens intercultural relationships, promotes cultural pride and understanding, and supports community participation across multicultural communities. These initiatives contribute directly to PNCC's vision of a creative, exciting, connected, and safe city.

2.7 Maintaining a Strategic Leadership Role Within the Sector

As the recognised Sector Lead organisation for multicultural communities in Palmerston North, MMC provides coordination, advocacy, and strategic leadership across the multicultural sector. MMC works collaboratively with government agencies, local organisations, and community groups to strengthen service delivery, improve access to support services, and support community capacity building.

Through its leadership role, MMC supports coordinated responses to emerging community needs, facilitates cross-sector collaboration, and provides culturally informed guidance to organisations working with migrant and former refugee communities. This role supports improved community outcomes while strengthening relationships between communities, service providers, and local government.

2.7.1 Primary Function

MMC maintains strong working relationships with government agencies and community organisations to deliver initiatives that support settlement, wellbeing, and community capability. Key partnerships include the Ministry of Social Development, Department of Internal Affairs, Ministry of Education, and a range of local service providers.

As at the end of 2025, MMC has 1 full time and 2 part time staff members, supported by two Community Connectors and one Welcoming Schools Programme staff. This workforce structure supports coordinated service delivery, strengthens cross-sector collaboration, and enables MMC to respond effectively to the evolving needs of multicultural communities.

2.7.2 Community Connectors

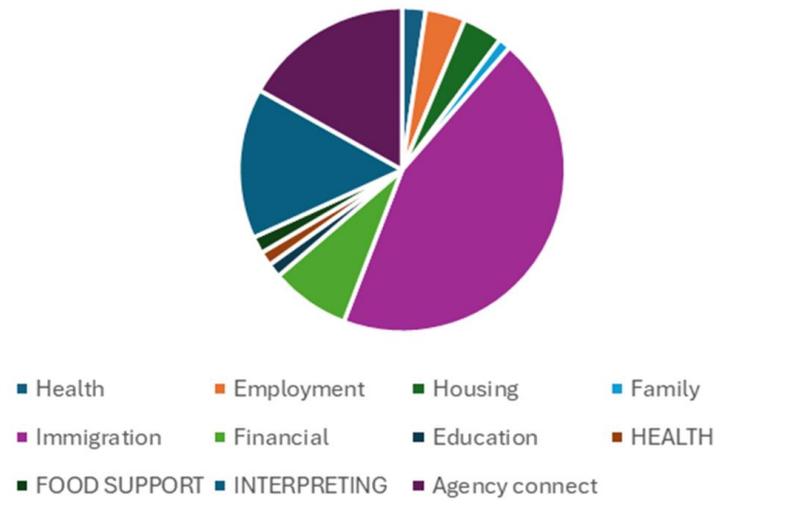
MMC recognises that settlement and integration into a new country can present both opportunities and challenges for migrant, newcomer, and former refugee communities. The Community Connector programme provides culturally responsive support to assist individuals and families as they navigate services, systems, and community integration.

Community Connectors provide a range of settlement and support services, including:

- Guidance on immigration processes and general settlement requirements
- Language support and interpretation assistance
- Cultural orientation and community integration support
- Access to legal information and referral pathways
- Support with accessing safe and stable housing
- Assistance navigating financial hardship and accessing support services

Through these services, Community Connectors support individuals and families to build confidence, access appropriate services, and establish strong foundations within their new communities.

In 2025, Community Connectors supported approximately 1100 individuals and families across the Manawatu region.



The Community Connector programme plays a critical role in strengthening trust between communities and service providers, improving early access to support services, and contributing to improved settlement outcomes.

2.7.3 The Welcoming Schools Programme

In 2025, the Welcoming Schools Programme (WSP) continued to strengthen inclusive and culturally responsive school environments across Palmerston North. The programme worked collaboratively with schools, families, community organisations, and government agencies to provide practical and culturally informed support that strengthens connections between schools and migrant and former refugee communities.

Key Activities and Achievements

1. Cultural Competence and In-School Engagement

- Delivered more than 140 school-based engagements with school leadership teams, ESOL staff, SENCOs, and pastoral support teams.
- Supported ESOL Professional Learning Communities and provided advisory support to schools responding to the needs of newcomer students and families.

2. Enhancing Family and Community Support

- Partnered with 22 schools and provided direct support through more than 75 family engagements.
- Assisted families experiencing attendance and engagement challenges, supported navigation of education and health systems, and responded to settlement-related wellbeing needs.
- Delivered a multi-session parent learning programme supporting families raising neurodiverse children, strengthening family capability and access to support services.

3. Promoting Cultural Awareness and Inclusion

- Developed and distributed translated whānau information and culturally inclusive resources to support communication between schools and families.
- Supported cultural visibility and community engagement initiatives including the *Animalia* poster series, Welcoming Week activities, and student participation in

community programmes such as Palmy Walls Alive, Pop-Up Play, and other city cultural events.

Impact and Outcomes

Through its collaborative and culturally responsive approach, the Welcoming Schools Programme has contributed to:

- Strengthened partnerships between schools, families, and community support services
Increased school capability to support culturally and linguistically diverse learners.
- Improved communication between schools and families through language and cultural support.
- Increased student participation in cultural, creative, and community engagement activities.
- Expanded access to coordinated wraparound support through strengthened cross-sector collaboration.

Programme Reach

In 2025, the Welcoming Schools Programme established and maintained partnerships with 22 education providers, including early childhood education centres, primary schools, intermediate schools, and secondary schools.

Through these partnerships, WSP continued to support the development of inclusive, culturally responsive, and supportive school environments that promote positive settlement and educational outcomes for migrant and former refugee students and their families.

Section 3 – Challenges and Opportunities

Economic, Social, and Settlement Challenges

Throughout 2025, MMC continued to support newcomers settling in Palmerston North. Many individuals and families expressed strong appreciation for the city’s family-friendly environment, sense of community, and quality of life. However, MMC also observed movement within multicultural communities, with some individuals relocating to other regions within New Zealand or leaving the country altogether.

During 2025, MMC observed trends indicating that community movement was influenced by various factors. Many of our community members relocated or left the country due to

employment changes that effected their visa conditions. Feedback from community members highlighted several contributing challenges, including cost-of-living pressures, employment opportunities, immigration pathway uncertainty, and perceptions of community safety. These factors can affect long-term settlement decisions and may reduce opportunities for communities to build sustainable local connections and contribute to community leadership.

MMC also recognises the significant contribution international students and visiting scholars make to the social, cultural, and economic vitality of Palmerston North. As a recognised education-focused city, Palmerston North benefits from strong international student enrolments across tertiary institutions. However, MMC has identified limited structured opportunities for international students and scholars to share their cultural knowledge and community leadership during their time in the city.

MMC has observed that many international students leave Palmerston North or New Zealand following completion of their studies, creating missed opportunities for longer-term community engagement and knowledge exchange. Strengthening pathways for international student engagement remains an area of potential development that could enhance cultural exchange and strengthen community connections.

While many of these challenges are influenced by broader national and global economic and policy factors, MMC continues to focus on creating a welcoming and supportive environment for multicultural communities. MMC remains committed to strengthening partnerships, supporting community leadership development, and facilitating access to information and services that support successful settlement outcomes.

Opportunities for Sector Development

Despite these challenges, MMC continues to identify opportunities to strengthen multicultural engagement and support community resilience. Continued collaboration with local government, service providers, and community organisations supports coordinated responses to emerging needs and strengthens access to services for multicultural communities.

MMC also recognises opportunities to further strengthen community capability through leadership development, increased participation in civic engagement activities, and expanded opportunities for cultural exchange and community collaboration.

Through its Sector Lead role, MMC remains well positioned to support community development initiatives, advocate for community needs, and contribute to strategic planning that supports a connected, inclusive, and resilient Palmerston North community.

Section 4 – Reflection and Conclusion

The social and economic environment continues to influence the experiences of multicultural communities across Palmerston North. Migrants, newcomers, and former refugee communities often experience the effects of economic and social pressures more significantly due to settlement-related challenges such as language barriers, unfamiliar systems, and limited established support networks.

Financial pressures can affect access to essential services including housing, education, healthcare, and employment opportunities. These challenges can also impact opportunities for cultural participation and community engagement, as individuals and families may need to prioritise meeting immediate living needs. In some cases, these pressures can contribute to increased social isolation, stress, and wellbeing concerns, particularly for individuals who are still building language skills or navigating unfamiliar systems.

At the same time, MMC continues to observe strong resilience within multicultural communities. Community members frequently demonstrate a willingness to support one another through shared knowledge, cultural networks, and community-led initiatives. Cultural organisations and community groups continue to play a vital role in providing not only practical support, but also social connection, cultural identity preservation, and emotional wellbeing support.

MMC recognises that responding to settlement and wellbeing challenges requires ongoing collaboration across community organisations, service providers, local government, and central government agencies. Strengthening coordinated responses supports more accessible and culturally responsive services and contributes to improved outcomes for multicultural communities.

Looking ahead, MMC remains focused on strengthening our migrant communities and encourage them to celebrate their culture. Through its Sector Lead role, MMC will continue working alongside community groups, service providers, and stakeholders to strengthen community capability, improve access to services, and support inclusive community development.

MMC would like to acknowledge Palmerston North City Council for its continued support and partnership. The Council's investment in multicultural initiatives plays a significant role in supporting community wellbeing, strengthening social cohesion, and creating opportunities for multicultural communities to participate and contribute to city life.

Manawatū Multicultural Council Performance measure data for period Jan 2025 to Dec 2025

RBA	Performance Measures	1 Jan 2024 – 30 Jun 2024	1 July 2024 – 31 Dec 2024	1 Jan 2025 – 30 June 2025	1 July 2025 – 31 Dec 2025
'How much'	Total number of clients (community members) accessing the centre	4974	4691	5148	7496
	Total number of members (community groups)	64	66	66	69
	Total number of workshops/programmes delivered	45	48	48	37
'How well'	Percentage of clients (community members) who were highly satisfied/satisfied with their engagement at the centre	80% (523 of 650 respondents)	92% (540 of 588 respondents)	97% (590 of 610 respondents)	96% (864 of 900 respondents)
	Percentage of multicultural groups who were satisfied with MMC's support	93% (56 of 60 respondents)	97% (60 of 62 respondents)	92% (55 of 60 respondents)	93% (56 of 60 respondents)
'Better off'	Percentage of clients who report they feel better connected to the community as a result of engaging with MMC	80% (523 of 650 respondents)	92% (542 of 588 respondents)	98% (595 of 610 respondents)	96% (864 of 900 respondents)
	Percentage of members (community groups) who report they feel better connected to the wider community as a result of being a member of MMC	93% (56 of 60 respondents)	97% (60 of 62 respondents)	92% (55 of 60 respondents)	93% (56 of 60 respondents)

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Welcoming Communities Annual Report

PRESENTED BY: Somayyeh Ghaffari, Community Development Advisor

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COUNCIL

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

1. ISSUE

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

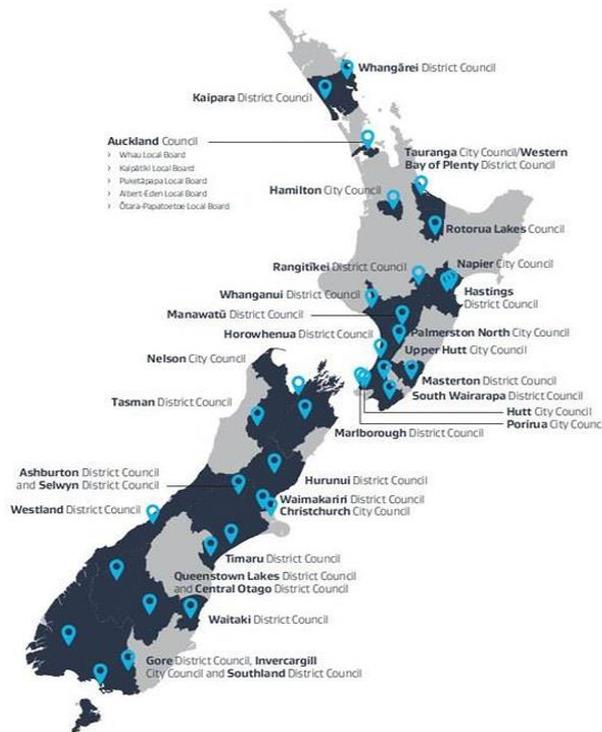
2. BACKGROUND

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

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

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

Councils that are part of the Welcoming Communities Programme



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

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

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

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

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

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

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

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

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

3. ANNUAL UPDATE

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

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

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

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

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

3.4 **Welcoming Communities Accreditation Celebration**

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

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



3.5 **Cultural Celebrations**

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

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

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

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

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

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



Lunar New Year 2025



Festival of Cultures 2025



Ethkick 2025





Festival of Colours 2025



Diwali Mela 2025



Palmy Play Fest 2025



3.6 Race Relations Day

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

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



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

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



3.7 City Welcome Sessions

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

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

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



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

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



3.8 Meaningful Refugee Participation Project

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

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

This funding has been used to deliver the following initiatives:

3.9 Tour of Council facilities

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

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



3.10 Refugee Youth Leadership Programme

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

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

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



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

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



3.11 Community champs Leadership Programme

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



3.12 Welcoming Week campaign

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

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

- Cross-Street banner displayed on Rangitikei Street



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



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



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



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

3.13 Business Information Session

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

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

Participants heard from:

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

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



4. NEXT STEPS

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

5. COMPLIANCE AND ADMINISTRATION

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

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

Nil

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Resource Recovery Section 17A Review

PRESENTED BY: Natasha Hickmott, Acting Manager Resource Recovery

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

RECOMMENDATION TO COUNCIL

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

1. ISSUE

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

2. BACKGROUND

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

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

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

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

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

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

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

- 2.16 Morrison Low undertook an assessment of the existing collection service costs against comparable council costs and modelled costs. This assessment found that Council’s rubbish bag collection service is similar in cost to both the modelled cost and the costs of comparable councils. Kerbside recycling and glass collection costs sit in the mid-range when compared with modelled costs and the costs of comparable councils. The figures are set out in Table 17 of the Morrison Low report.

- 2.17 An assessment of the existing processing costs for the Materials Recovery Facility (MRF) and Composting operations were compared against comparable council costs and modelled costs. This assessment found that Council’s MRF operational costs were approximately 23% lower than the comparable council cost and the modelled costs. Council’s composting operational costs was approximately 35% higher than the comparable council and modelled costs. Comparisons with other Council composting operations is difficult, due to the small number of comparable composting operations across the country. For example, the two other composting operations compared did not include the composting of wastewater treatment plant sludge, which can alter the composting process and subsequent costs. The comparison figures are set out in Table 23 of the Morrison Low report.

- 2.18 Overall, the review demonstrates that the delivery of Resource Recovery services is currently undertaken in a cost-effective manner. It should be noted that under the current in-house model Council retains control over managing health, safety and environmental issues, service levels, disposal of waste products, securing revenue from users of the services and facilities, and finding markets for compost products and recyclable materials.

3. NEXT STEPS

- 3.1 The review has provided Council with a range of options to inform future decisions about resource recovery services and facilities.

- 3.2 Future services for Resource Recovery will be considered by officers and options will be presented for consideration as part of the Long-Term Plan.

- 3.3 We continue to explore options for collaboration with other councils and organisations in our region.

4. COMPLIANCE AND ADMINISTRATION

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

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

ATTACHMENTS

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

Comprehensive Resource Recovery Services Review

What we are looking for

Palmerston North City is seeking requests for proposals from a multidisciplinary consultant to undertake a review of its current activities in the Resource Recovery Activity to ensure how and what we provide is best for our community both now and in the future. This review will be undertaken through the Conditions of Contract for Consultancy Services (CCCS) Contract framework.

The comprehensive services review will investigate and provide recommendations for whether the council's existing services are cost effective and efficient and have the appropriate resources, provide options and recommendations for how the services could be delivered to best meet the needs of the community, along with what will be required to cater for future city growth.

In addition to the review of current services, we are also seeking detailed options and costs to provide a new organic kerbside collection service to our community. We are also interested in how the Council can best position itself to leverage additional external opportunities and work collaboratively within our region.

Strategic Context

The council has a statutory requirement under the Waste Minimisation Act 2008 (WMA) to promote effective and efficient waste management and minimisation within Palmerston North. We do this by adopting a Waste Management and Minimisation Plan (WMMP). We also have obligations under the Health Act 1956 to ensure that our waste management systems protect public health.

The WMMP is the plan which sets out how we will deliver waste management and minimisation activities in our city. While it is our local plan, it sits within a wider strategic framework, both locally and nationally.

Local strategic context

Our WMMP will contribute to outcomes we want for our community under at least two of our strategic goals:

Goal 1 of the Oranga Papaioea City Strategy is 'An innovative and growing city', and includes the outcomes:

- an economy that employs innovation and innovative ideas and uses resources sustainably.
- a resilient, low-carbon economy.

Goal 4 of this strategy is 'A sustainable and resilient city' and includes the outcomes:

- a sustainable and low-emissions city.
- a circular economy with more resource recovery and less waste.
- access to relevant information and education to support more sustainable choices.

This strategy, and the plans which underpin the strategy, form the foundation for our Long-Term Plan (LTP). The LTP provides the basis for our planned activities and budgets for the next 10 years.

National strategic context

The WMMP is also aligned with the New Zealand Waste Strategy 2023 Te Rautaki Para. The Ministry for the Environment (MfE) has the responsibility to implement Te Rautaki Para and to develop action and investment plans. MfE is in the process of drafting new legislation to replace the current Waste Minimisation Act (WMA) and the Litter Act.

The review needs to consider both the current Government settings, and the impact of future signaled potential changes. Should any changes occur before this review's completion, this must be reflected accordingly.

We partner with Rangitāne o Manawatū

We have a strong relationship with our Te Tiriti o Waitangi partner and tangata whenua, Rangitāne o Manawatū. A partnership agreement was signed in 2019, formally acknowledging Rangitāne as mana whenua, and ensures that Rangitāne values and perspectives have significant weight in decision making.

Our staff and management meet regularly with Iwi leaders regarding a broad set of projects and programmes. We provide capacity funding to support this engagement and acknowledge the significant contribution that mana whenua brings to the City, including the specific Treaty-based legislative responsibilities that must be led by local government.

A new approach to waste minimisation

The New Zealand Waste Strategy 2023 Te Rautaki Para places a new emphasis on creating a circular economy. A circular economy is one that focusses on reducing waste generation and redesigning or rethinking our approaches to minimise the number of resources used to produce and package the things we buy and use. By producing less waste at the outset, the need to recycle or recover materials is similarly reduced. This can have a positive impact on our emissions and can generate cost savings throughout the life cycle of a product.

This new emphasis is captured in the revised waste hierarchy (see Figure 1 below), which prioritises reduce/rethink/redesign at the top, and reuse/repair/repurpose at the second level – representing the circular economy. Subsequent steps identify the order of preference for recovering, with treatment and disposal being the least preferred/last resort.

The waste hierarchy

This hierarchy sets our agenda for reducing waste, and that throwing things out is the last resort.



Current Services

Council is unique in that Council; our Resource Recovery Division directly provide the following services to our community:

- Kerbside Recycling Collection Service to most residential properties within our territorial boundary.
- Three recycling drop off points (RDOPs) – Awapuni, Ferguson Street and Ashhurst
- One small community waste transfer station which opens two days per week located in our Ashhurst Village
- Ferguson Street Recycling Centre
- Awapuni Resource Recovery Centre
- Materials Recovery Facility (MRF)
- Green waste drop-off
- Compost processing (including sludge from our Wastewater Treatment Plant)
- Kerbside Rubbish Bag Collection Service to most residential properties within our territorial boundary.
- Public Space Rubbish and Recycling Bins
- Commercial Foods Scraps, Recycling and Glass Collections
- Event Recycling
- Two Closed Landfills – Ashhurst and Awapuni
- Bi- Annual Hazardous Waste Day

Scope of Review

The scope of the review can be split into 4 broad areas:

1. Rubbish and Recycling Collections
2. Organics Collection
3. Processing
4. Soft Plastics
5. Other Considerations

1. Rubbish and Recycling Collections

We would like to evaluate the current arrangement for delivering our kerbside collection services against a range of practicable alternatives. This part of the review should identify the reasonably practicable alternatives, and the criteria against which the current arrangements and the alternatives will be evaluated. Some suggested alternatives and assessment criteria are listed below for illustration, but we anticipate that there will be others.

Suggested alternatives – status quo (in-house delivery), contracted external service provider, Council-controlled organization, local authority shared service, no provision (private market provision only)

Suggested assessment criteria – cost-effectiveness, potential for maximizing waste diversion from landfill, flexibility/responsiveness to changing needs, health, and safety (operations)

Additional related matters to consider:

- We are experiencing population growth and need to consider how any kerbside collection service responds to the growing population, and the type of growth (for instance, greenfield development, infill housing, multi-unit dwellings (MUDS))
- As a current service provider there are concerns that we may be limited in our ability to regulate other service providers and collect data through the licensing tools within our Waste Management and Minimisation Bylaw. We would like the review to evaluate how the current arrangement and the identified alternatives may impact on the Council's ability to act as a regulator under its Bylaw and the Waste Minimisation Act 2008.
- We currently provide a user-pays rubbish bag collection service for waste, and a two-bin system for recycling. We would like the review to evaluate alternative types of kerbside collection (for instance, a wheelie bin for waste, a different approach to recycling) and the extent to which this may have an impact on meeting waste minimisation targets in the WMMP.
- We currently operate our own fleet for waste and recycling collection. We would like the review to evaluate the extent to which any of the alternatives may impact on the efficient use of existing fleet (for instance, if contracting out, an optimal time for Council to exit the service; or the extent to which operating the service in-house realizes (or does not realize) additional benefits or efficiencies).
- The impact of different revenue and financial models (e.g., 'user pays,' rates funded) on achieving a cost-effective outcome that minimises waste-to-landfill.
- The opportunities for collaboration with other local authorities within the Manawatū/Whanganui Region in how kerbside collection services are delivered.

- Whether waste and recycling services should be considered together or separately for the purposes of any of the options being evaluated in this review.
- The impact of delivery options on Council's climate change and sustainability goals, with consideration to how they may impact both citywide and council emissions.

2. Organics Collection

We would like the review to evaluate the options for delivering a kerbside food scraps and green waste collection service in 2028. This part of the review should identify and describe the reasonably practicable options, and the criteria against which the options will be evaluated. Some suggested options and assessment criteria are listed below for illustration, but we anticipate that there will be others.

Suggested options – co-mingled food scraps and green waste, food scraps only, green waste only, both collected in separate bins.

Suggested assessment criteria - cost-effectiveness, potential for maximizing waste diversion from landfill, flexibility/responsiveness to changing needs, health, and safety (operations), potential for minimizing contamination & pests, etc.

Additional related matters to consider:

- This service would be introduced in 2028 alongside the provision of the other kerbside collection services. This needs to be considered in the context of the evaluation of those other kerbside collection services. For instance, if the preferred option were to outsource the waste and recycling service to a contracted provider, would it be practical to deliver food scraps and green waste collection in-house?
- For each of the options identified, what are the key features of the service design? For instance, a food scraps only collection might utilize a small food scraps caddy, whilst a co-mingled collection might include a small wheelie bin. These design choices will have impacts on other aspects such as the efficiency of the collection service (e.g., whether a mechanical lift vehicle can be used instead of a manual lift), health and safety, cost etc.
- What are the fleet and resourcing requirements for each of the identified options?
- There is an expectation in Rautaki Para that we will be required to report clear data on the amount and type of material sent to landfill. We would like the review to consider the extent to which the different options will enable us to meet the Government's requirements for clear data on material type and weights.
- For the purposes of meeting the requirements of S17A of the Local Government Act 2002, we would like the review to incorporate in its options analysis consideration of the options for the governance, funding, and delivery by Council, or by a council-controlled organization, another local authority, or another person or agency.

3. Processing

Alongside the material's collection, we want to evaluate the options and requirements to process recycling and organic materials. This part of the review should identify the reasonably practicable opportunities, and the criteria against which the current arrangements and the opportunities will be evaluated.

The council has a programme in 2025/26 to significantly invest and upgrade its Materials Recovery Facility (MRF) at Awapuni. The scope of this upgrade will be influenced by the findings of this review.

It is assumed that rubbish and non-recyclable materials, if it continues to be collected by Council in some form, will be sent to landfill, not processed by Council.

Suggested assessment criteria - cost-effectiveness, potential for maximizing waste diversion from landfill, flexibility/responsiveness to changing needs, health, and safety (operations), potential for minimizing contamination & pests, etc.

Additional related matters to consider:

- The opportunities for collaboration with other local authorities within the Manawatū/Whanganui Region in how materials are processed and recycled.
- Should the service's design (as described in the suggested options) be driven by the type of processing facility, or should a processing facility be designed to meet the needs of the service we deliver?
- What opportunities are currently in development for a processing facility? Relatedly, what opportunities could the Council explore to collaborate with either public sector or private sector partners to develop a regional processing facility?
- What are the impacts on existing resource recovery activities (e.g., current composting service at Awapuni) from each of the identified options?

4. Soft Plastics

We would like the review to evaluate the options for introducing the collection and processing of soft plastics to the city. This part of the review should identify and describe the reasonably practicable options for both the collection/ drop-off and processing of the material as we cannot do one without the other. The review should also identify and describe the criteria against which the options will be evaluated. Some suggested options and assessment criteria are listed below for illustration, but we anticipate that there will be others.

Suggested options – entering a strategic partnership with a provider, Council providing the solution itself, and entering a strategic partnership with an end-to-end processor who can take and process the material.

Suggested assessment criteria - cost-effectiveness, potential for maximizing waste diversion from landfill, flexibility/responsiveness to changing needs, health, and safety (operations), potential for minimizing contamination & pests, etc.

Additional related matters to consider:

- The main challenges for a scheme being rolled out in Manawatu include establishing a collection provider for the materials (soft plastics) in the region and determining an adequate storage facility for the unbaled (lose) soft plastics. This needs to be a covered and dry space and provide the ability to bale the soft plastics – prior to bulk dispatch to the processor.
- For context, in most regions that have the soft plastics scheme the operations are undertaken by the private market. The solution should consider a similar relationship as well as council being the possible service provider where council provides the collections, storage, baling, and logistic support to freight.
- Some options may provide revenue opportunities for the service this needs to be understood including whether this would recover all costs incurred.

5. Other Considerations

The review will need to consider several factors wider than the collection and processing service delivery. Additional matters to consider:

- How do the service delivery options impact Councils ability to regulate collectors (including ourselves), license and collect data?
- Recent government decisions (including those currently on hold) also need to be considered alongside this review, including the impacts this may have on current services, and any planned future, as well as commercial and legislative implications of each model
- Our WMMP 2024, Mahere taumanu para (Resource Recovery Plan), and Oranga Papaioea City Strategy.
- What are the service offerings currently provided by other Territorial Authorities around NZ?
- Currently around 60% of the green waste dropped off at Awapuni is used to compost the sludge from our WWTP to create a bio-compost, this compost is then placed on our closed landfill site as a vegetative layer. How does the introduction of food scraps and/or green waster service impact our current composting operations at Awapuni?
- Any changes to the amount of green waste/use of green waste collected needs to consider the impact this will have on our ability to continue to process our WWTP sludge at our Awapuni site in both the short and medium term (3 – 5 years).
- Policy Considerations – Any changes arising from this review would need to include implications for Councils Revenue and Financing Policy.

What is Out of Scope of Review

The following areas are not included in the scope of this review:

- Special Collections (e.g., Hazardous Waste, E-Waste, Drop offs)
- Landfill Management
- Waste to Energy
- Potential partners in different activities

Additional Information

The following information will be made available to the successful provider:

- Oranga Papaioea City Strategy
- Mahere taumanu para (Resource Recovery Plan)
- Waste Management and Minimisation Plan 2024
- Waste Assessment Data
- 2024-34 Long Term Plan
- Waste Management and Minimisation Bylaw
- Waste Management and Minimisation Administration Manual (supporting Bylaw)

- Kerbside Collection Areas
- Data from our Food Scraps Trial (March – August 2023)

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Comprehensive Resource Recovery Services review

Palmerston North City Council



FEBRUARY 2026



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Review summary

Palmerston North City Council (Council or PNCC) delivers its resource recovery activity through in-house resources i.e. staff are direct employees of the Council and Council owns the equipment, plant and vehicles used to deliver the services. In 2022 it was estimated that 55,000 tonnes of waste was disposed of to landfill from the Palmerston North City area. Since 2017, this constitutes an increase in per capita waste of 63kgs or 11%. Potentially, 46% of this material could have been composted, reused or recycled.¹

This comprehensive resource recovery services review provides options and recommendations for how the services could be delivered to best meet the needs of the community, along with what will be required to cater for future city growth and meet the objectives of the recently adopted Waste Management and Minimisation Plan (WMMP). This review complies with Section 17A of the Local Government Act and provides a broader assessment of the services including the potential introduction of a new kerbside organic waste collection service and a facility to manage soft plastics. It also shows how Council can best position itself to work collaboratively within the region.

The scope of the review has been split into three broad areas:

- Collection services (kerbside and drop-off)
- Facilities, processing services and disposal options
- Service delivery considerations (complying with Section 17A review requirements)

A separate procurement process commenced in 2024 to upgrade the Awapuni Materials Recycling Facility (MRF) and has now closed.

Methodology

The diagram below provides the methodology and staged process for the review.

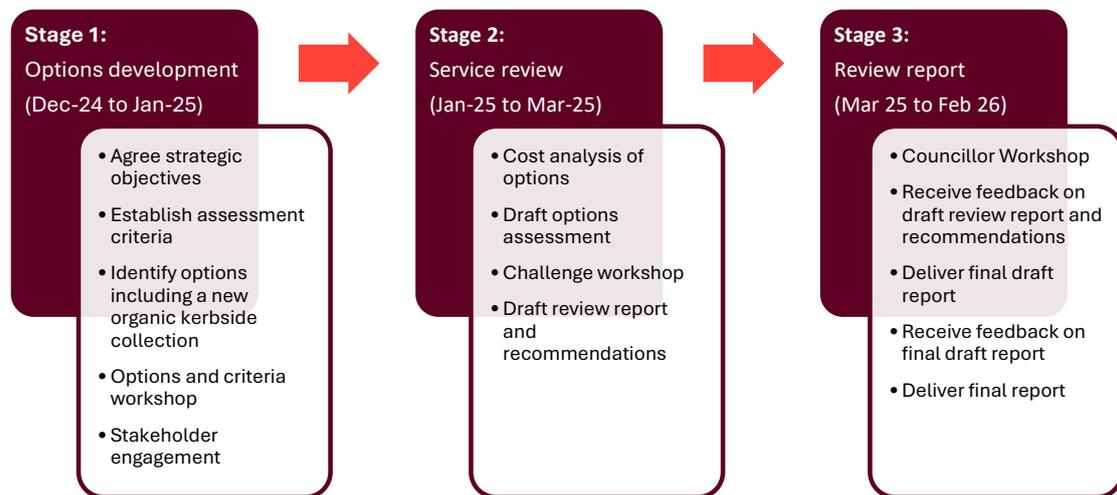


Figure 1 Methodology for comprehensive resource recovery services review

¹ Waste Management and Minimisation Plan 2024



Assessment criteria

The following assessment criteria was agreed, each with equal weighting:

Table 1 Assessment criteria

Strategic objectives		
1	Potential for maximising waste diversion from landfill and minimising carbon emissions	
2	Flexibility and responsiveness to changing needs	
3	Services that are healthy and safe for workers and customers	
4	Potential for minimising contamination and pests	
5	Opportunities for collaboration with 'for purpose' organisations and regional partners	
Critical Success Factors		Description
6	Strategic fit and business needs	<i>Alignment with LTP and other council and regional strategic plans</i>
7	Potential value for money	<i>Right solution, right time at the right price. Cost-effectiveness for households</i>
8	Resource capacity and capability	<i>Is it a sustainable arrangement (labour, plant, equipment, knowledge)?</i>
9	Potential affordability	<i>Are there no funding constraints (can councils access the required funding) cost to Council?</i>
10	Potential achievability	<i>Ability and skills to deliver (internal) ease of management, recruitment and retention of staff</i>

Options considered

The options for future resource recovery services and their delivery have been split into four categories:

- Category 1 is for rubbish and organic waste collection systems (1a-1g)
- Category 2 is for recycling collection systems (2a-2d)
- Category 3 is for facilities (transfer stations, resource recovery parks and processing) (3a-3e)
- Category 4 is for service delivery options (4a-4k). These options have been grouped into Council waste services only (4a-4f) and options for Council and neighbouring council's waste services (4g-4k)

The options were scored on a scale of 1 through 5 to establish preferred options and possible options, which would then proceed to the detailed financial analysis. The following options were shortlisted for the financial assessment:

- 1a - status quo rubbish collection.
- 1b - introduce a rate funded weekly rubbish wheelie bin, with no organics collection.
- 1d - introduce a weekly organic waste collection with an 80 litre wheelie bin and with a fortnightly rubbish bin collection with a bin size choice, all rate funded. **This is the recommended option from category 1.**
- 2a - status quo recycling collection.



- 2b - enhanced recycling service offering a larger 360 litre wheelie bin to residents and commercial recycling customers. **This is the recommended option from category 2.**
- 3a - status quo facilities.
- 3b - enhanced status quo, expanded Ferguson Street recycling centre to include soft plastics drop-off, Awapuni MRF with capacity to process recyclables from neighbouring councils and a soft plastics baling area.
- 3c - full suite of facilities including an expanded Ferguson Street recycling centre to include a soft plastics drop-off, expanded Awapuni MRF with capacity to process recyclables from neighbouring councils and a soft plastics baling area. Establish a waste transfer station at the Awapuni site for residents and small commercial operators to provide a one stop shop for customers, although this needs to be further assessed against any future arrangement to continue using the private Matthews Avenue transfer station, because the existing arrangement is very cost effective for Council. Build an in-vessel or aerated static pile composting facility to process food scraps and garden organics. **This is the recommended option from category 3.**
- 4a - status quo delivery.
- 4g - PNCC contracted by neighbouring councils to provide regional MRF. **This is the recommended option from category 4.**
- 4h - PNCC contracted by neighbouring councils to provide all waste services on their behalf, extends in-house unit.

Way forward

The results of the options assessment show that changing to a rubbish wheelie bin collection, introducing an organics collection and enhancing the recycling collection provides the following benefits:

- In-house service delivery is cost-effective and efficient and provides Council greater control of services and refinements to these over time
- Enhanced recycling service achieves greater diversion at minimal additional cost to Council and households.
- Rate funded kerbside rubbish and organic waste collection would provide the greatest opportunity to divert waste from landfill and is more cost effective for the majority of households, acknowledging that existing low waste producing households will pay slightly more. The kerbside diversion rate is expected to increase from 23% currently to around 58%. The annual household cost is expected to reduce from \$482 (medium waste producing household) to \$293 per household .
- Expanding the MRF with more automated equipment has the ability to process material from neighbouring Councils, reducing contamination levels, processing losses and improving the quality of material for sale to end markets.
- Increasing the composting operations at Awapuni allows food and garden organics collected from kerbside services to be processed locally.

Upgrades to Ferguson Street and Awapuni complement the changes proposed to kerbside services but require further investigation to ensure they balance service delivery with prudent risk management. For facilities, the results show that there are benefits in expanding the MRF with more automated equipment, which has the ability to process material from neighbouring Councils. Some additional benefits include reducing contamination levels, processing losses and improving the quality of material for sale to end markets. Increasing the composting operations at Awapuni to



process additional food and garden waste brings challenges in terms of location of a facility particularly if material from neighbouring Councils is included.

Table 2 Shortlisted and preferred facility options

	3a	3b	3b +4g	3c	3c +4g
	Status quo	Enhanced status quo	Enhanced status quo (regional)	Full suite of facilities	Full suite of facilities (regional)
Capital expenditure	\$0	\$7,600,000	\$8,100,000	\$15,715,833	\$16,215,833
Annual operating cost	\$5,850,972	\$6,592,697	\$7,093,277	\$10,848,591	\$11,573,658
Annual revenue	\$3,780,827	\$3,850,712	\$5,813,193	\$7,116,995	\$9,400,280
Annual rates requirement	\$2,070,145	\$2,741,985	\$1,280,084	\$3,731,595	\$2,173,377

Adding services and facilities comes with added cost and there needs to be a balance established, to ensure that the risk of changes in materials does not solely lie with Council. This could be explored through increased discussions with neighbouring Councils and potentially the private sector, acknowledging that there will be a transitional period as commercial arrangements are established.

In-house delivery is relatively cost-effective and efficient and provides Council with greater control of services. The following risks have been identified:

- With in-house service delivery, Council carries all of the risks, including health and safety, resource consent compliance and financial risk.
- Rate funded rubbish and organic waste collection will increase rates, but reduce overall household costs.
- An expanded composting operation at Awapuni to include material from neighbouring councils will require additional fixed costs, which will need to be recovered from gate fees. If quantities of organic material from neighbouring councils reduce, then there is a risk that fixed costs may not be recovered. To ensure that the risk of changes in materials does not solely lie with Council, agreements could be explored through further discussions with neighbouring councils and potentially the private sector.

If Council wishes to progress any or all of the recommended options, (1d, 2b, 3c, 4g) the following next steps could include:

- Seek endorsement for the recommended options from Council, stakeholders and consult with the community on the preferred collection options including a rates funded rubbish collection service.
- Continue discussions with neighbouring councils to secure tonnage for an upgraded regional MRF. This should result in a number of signed supply agreements.
- Investigate options, including regional collaboration, for a suitable facility to process material from a future kerbside organics collection service.
- Complete a detailed business case for a transfer station at Awapuni.
- Engage with the soft plastics recycling scheme to establish what requirements to include in the expansion of the MRF to enable soft plastics collected from supermarkets to be stored and baled



1 Introduction

Palmerston North City Council (Council or PNCC) delivers its resource recovery activity through in-house resources i.e. staff are direct employees of the Council and Council owns the equipment, plant and vehicles used to deliver the services. The Council would like to test:

- whether this in-house delivery model is cost effective or should change.
- If council should provide regional infrastructure.
- Are the right combination of kerbside collection services being provided
- If the services should be pay as you throw or rates funded

This comprehensive resource recovery services review provides options and recommendations for how the services could be delivered to best meet the needs of the community, along with what will be required to cater for future city growth. The analysis, options and recommendations comply with Section 17A of the Local Government Act but provide a broader review of the services with the assessment of options and costs to provide a new organic kerbside collection service and manage soft plastics. It also shows how Council can best position itself to work collaboratively within the region.

The scope of the review has been split into three broad areas:

- Kerbside collection services
 - Potential changes to existing rubbish and recycling collections
 - Potential introduction of organics collections
 - Enabling soft plastics collections, if appropriate
- Facilities, processing services and disposal options
 - Options for ongoing operation of the Awapuni MRF
 - Organics facility options and impacts on existing co-composting of biosolids and green waste
 - Drop off, consolidation and transportation to support processing services and disposal
- Service delivery considerations (complying with Section 17A review requirements)
 - For collection and processing services and broader waste service delivery
 - Council alone, in collaboration with neighbouring councils or in partnership with the private sector or community sector.

The following areas of the resource recovery activity are outside the scope of this review:

- Special collections
- Landfill management
- Waste to energy

1.1 Background

The Council's Awapuni landfill was operational from 1950 to 2007, accepting an estimated 2.5 million tonnes of rubbish during that period. The existing Awapuni closed landfill has consents that expire in 2029 that include the requirement for a closure management plan.



Following the closure of Awapuni landfill, the site became a resource recovery centre and in 2010 Council introduced a fortnightly kerbside wheelie bin collection service for recycling, utilising 240L bins and 45L crates for glass. The recyclables collected from the kerbside recycling collection are processed at a MRF located at the Awapuni site. Processed material is baled and stored prior to transport to end markets.

The Awapuni MRF is ageing and in need of expansion to accommodate the increase in recycling collected from kerbside services. A separate procurement process commenced in 2024 to select a MRF equipment supplier for this upgrade and is now closed.

The Council also operated the Ashhurst Landfill between 1950 and 1995. When it closed, a waste transfer station and recycling drop off were installed at the current Mulgrave Street site in Ashhurst.

The waste management and resource recovery services provided by the council are delivered in house. This team employs approximately 46 staff.

The Council provides a weekly rubbish bag collection to households across the city, and it is estimated that it services 30% of the market. The remaining 70% is serviced by several private waste collectors who provide a range of wheelie bin service options. This often results in numerous collection trucks driving around the city undertaking collections on different days and at different times.

1.2 Methodology

The diagram below provides the methodology and staged process for the review.

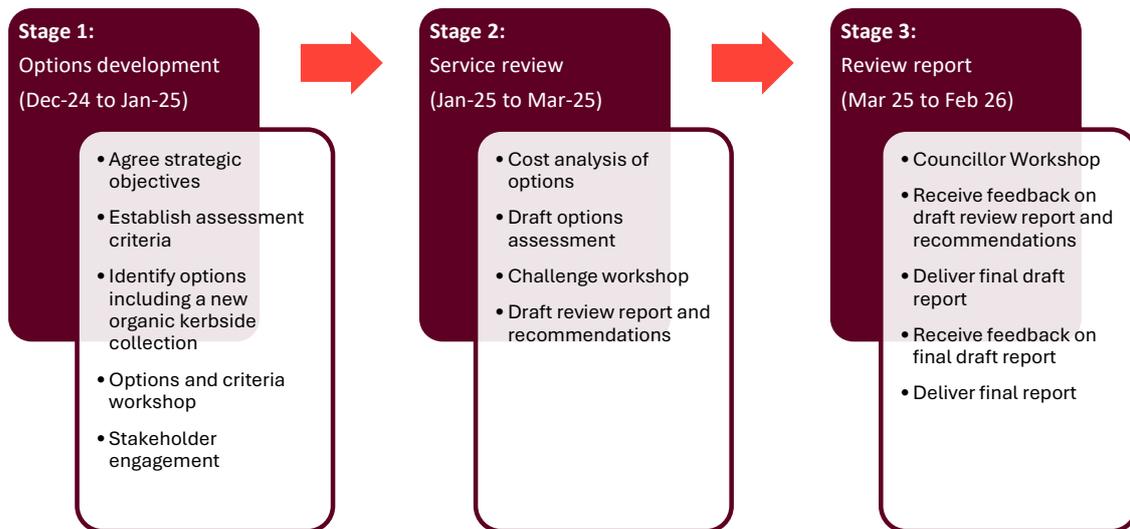


Figure 1 Methodology for comprehensive resource recovery services review



2 Strategic context

The strategies and plans that provide the strategic drivers for the resource recovery services in Palmerston North are outlined in this section.

2.1 Central government direction

Through the previous government, New Zealand went through a period of significant change in national waste policy settings. The current government has since made further changes, some reversing the prior government's approach. Many of these have had a major impact on councils including but not limited to:

- Increase and expansion of the waste levy (increasing levy returns to councils, at least short term under the current levy settings)
- Broadening of waste facility reporting (including transfer stations)
- Broadening of waste levy spend reporting and greater scrutiny of spend against councils' Waste Management and Minimisation Plans (WMMP)
- Changes to the Waste Minimisation Act to broaden the activities the waste levy could be spent on (with more changes anticipated)
- Development of product stewardship schemes, including tyres (which has been rolled out) and a Container Return Scheme (consultation on draft legislation proposed in 2025)
- Standardisation of kerbside collected recyclables and organics (introduced in February 2024)
- A signalled intention to require councils to collect recyclable and organics (by July 2030 for organics in urban areas further than 150km from a processing facility), which was not gazetted prior to the change of government and has now been dropped.

Meanwhile local strategic priorities, significant cost inflation and affordability challenges, and other national change programmes (such as Local Water Done Well, Resource Management Act reform, waste legislation changes and local government reform) are impacting what councils are able to deliver in terms of resource recovery and waste management.

In looking ahead at PNCC's resource recovery services, there is a need to move forward with current changes whilst maintaining the flexibility to adapt to potential future changes in requirements.

2.2 PNCC strategic documents

The Council has several strategic documents which provide the direction for resource recovery services. These are listed below and a further summary is provided in Appendix A.

- Waste Assessment 2023
- Waste Management and Minimisation Plan 2024
- Waste Bylaw 2016 and administration manual (2025)
- Oranga Papaioea City Strategy 2024-34 and Long-term Plan 2024-34
- Mahere taumanu para – Resource recovery plan
- Mahere āhuarangi hurihuri, toitūtanga – Climate change and sustainability plan
- Resource recovery services asset management plan
- Draft food security and resilience policy
- Community gardens guidelines



3 Current state

In 2022 it was estimated that 55,000 tonnes of waste was disposed of to landfill from the Palmerston North City area. Since 2017, this constitutes an increase in per capita waste of 63kgs or 11%. Potentially, 46% of this material could have been composted, reused or recycled.²

The Council provides a number of resource recovery services and facilities, which are detailed in Appendix B and Appendix C. The diagram on the following page provides a summary of how these services and facilities interact.

The resource recovery and sustainability team is responsible for waste minimisation, strategy development and ongoing improvements to deliver waste management and minimisation actions. The resource recovery operations team is broken down into three sub teams:

- The collections team, which has sixteen positions (one vacancy)
- The Awapuni team, which has eight positions
- The recycling facilities team, which has eighteen position (one vacancy)

The teams are supported by a technical administration officer.

The costs for delivering the current resource recovery services are provided in the status quo financials section below (Section 7.1).

² Waste Management and Minimisation Plan 2024

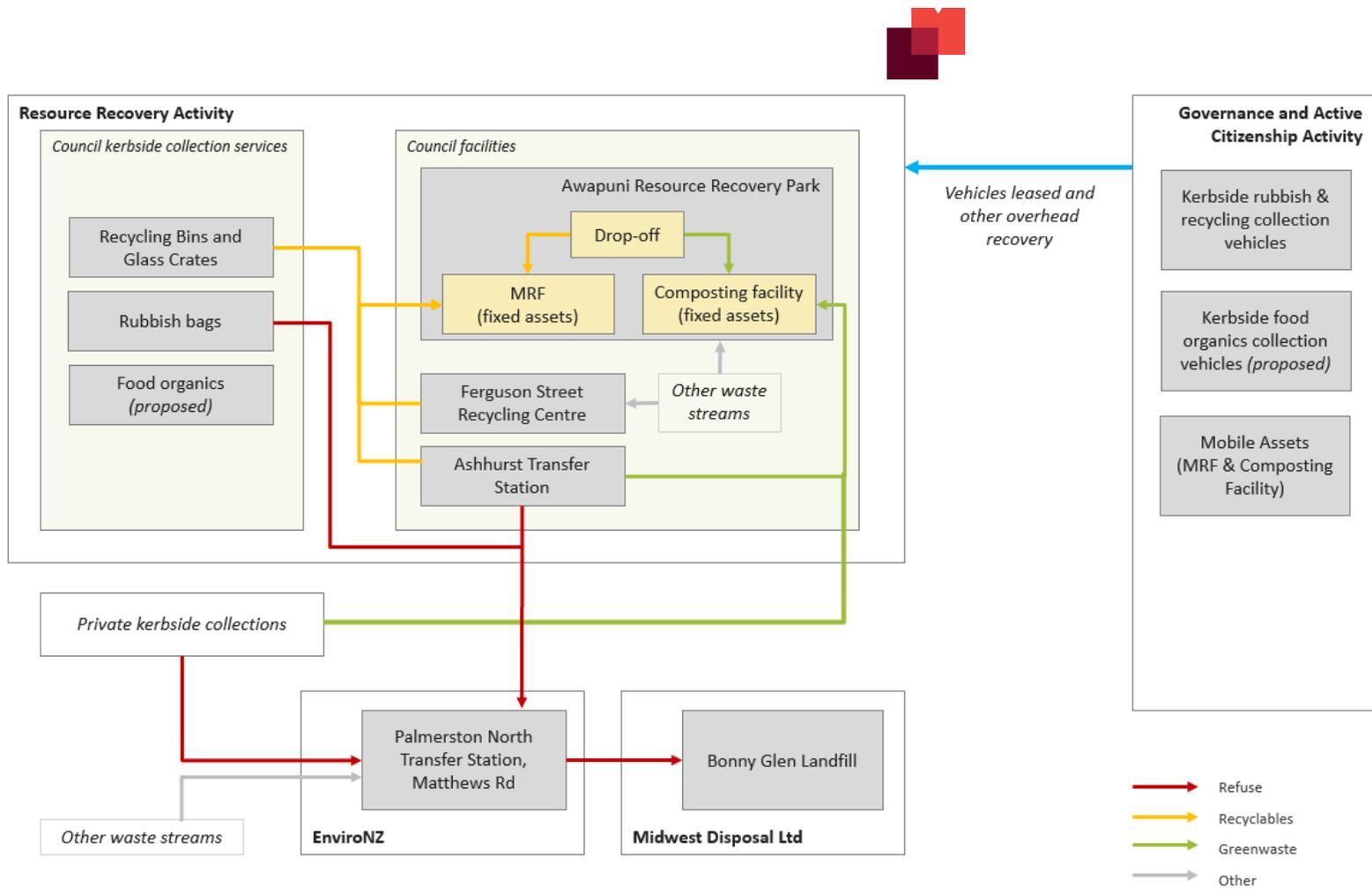


Figure 2 Current waste services



3.1 Current kerbside collection fleet

The collections team deliver the rubbish bag collection, mixed recycling collection and glass collection with in-house resources and plant owned by the Council. The table below presents an assessment of the existing kerbside collection fleet.

Table 3 Kerbside collection fleet

Service	Quantity per day (m ³)	Vehicle capacity per day	Vehicles required (modelled)	Vehicles required (rounded up)	Current main vehicles	Additional vehicles required	Capital cost
Rubbish (bags)	42	20	2.1	3	2	+1	\$580k
Mixed recycling	114	35	3.3	4	3	+1	\$580k
Glass	14	12	1.2	2	2	0	0

There are currently seven vehicles used to deliver all the current collection services. One of the current mixed recycling vehicles is a small vehicle, which is also a backup vehicle for the rubbish collection vehicle.

Other vehicles in the current fleet are also available, but these are back up vehicles to cover regular maintenance and breakdowns for all services.

The capacity of the current vehicles has been modelled to see if the current fleet has sufficient capacity to continue providing the services. This assessment shows that there is insufficient capacity in the existing fleet to deliver the rubbish bag collection and the mixed recycling collection services and both services require one additional vehicle each. There is currently sufficient capacity in the existing fleet to deliver the glass collection.

3.2 Infrastructure needs for PNCC and wider region

The Council's waste infrastructure has been updated and expanded since the closure of the Awapuni landfill in 2007. However, the city continues to grow, and neighbouring councils are looking to work with Palmerston North to develop opportunities for future waste infrastructure.



Figure 3 Ferguson Street recycling centre

The Ferguson Street recycling centre provides a central city location for residential recycling drop-off and some problematic waste such as batteries and e-waste, but the site is small and there is a programme in the Long Term Plan to investigate a new site which can accommodate green waste drop-off and support city growth.



Figure 4 Awapuni MRF

The Awapuni resource recovery park currently provides a larger recycling drop-off area, green waste drop-off some timber recycling, a composting facility for green waste and a MRF to process the recyclables collected from the kerbside recycling collection service.



The site has the potential for significant improvements including:

- the expansion and modernisation of the MRF, which could be more automated and could accommodate materials from the wider region,
- a waste transfer station for residential and small commercial operators as well as consolidation of Council’s kerbside collected waste. A waste transfer station at Awapuni, would also relieve the current pressure on the EnviroNZ Matthews Avenue transfer station, which is often very busy and does not provide waste diversion opportunities for customers other than for green waste and scrap metal.
- an upgrade to the composting facility to include an in-vessel or aerated static pile process in addition to existing composting processes.



Figure 5 Ashhurst transfer station

The Ashhurst transfer station is currently operated two days per week for a limited time period. Whilst this site is convenient for local residents, due to the limited opening hours, it does not provide the full waste service of a facility of this size. The operation runs at a significant loss and is subsidised through the general rates.

3.3 Working with other councils

The Council has significant opportunities for collaboration with the other councils in the Manawatū-Whanganui region. Waste officers from these councils have met recently to initiate steps to work through these collaboration opportunities. In terms of services, PNCC processes recycling from Horowhenua District Council and there is a shared service agreement in place with Manawatū District Council for enforcement of illegal dumping. Currently around 1,800 tonnes of recycling and glass from Horowhenua District Council is received and processed at PNCC’s Awapuni MRF, which provides a revenue stream for Council (revenue details are provided in the status quo financials section below).

At present some of the councils in the region must transport their recycling materials long distances because there is a lack of processing capacity in Palmerston North and elsewhere in the region. For example, Whanganui District Council currently transports its recycling to Lower Hutt for processing



and Tararua District Council transports its recycling to New Plymouth for processing. Both these routes pass very closely to Palmerston North and if the MRF could be sized to accommodate recycling from nearby councils, this would reduce the costs and carbon emissions impact of transporting recycling long distances and could provide additional revenue for PNCC, which could potentially keep costs lower for households in Palmerston North.



4 Options considered

For the purposes of this review, the options for future resource recovery services and their delivery have been split into four categories:

- Category 1 is for rubbish and organic waste collection systems (1a-1g below)
- Category 2 is for recycling collection systems (2a-2d below)
- Category 3 is for facilities (transfer stations, resource recovery parks and processing) (3a-3e below)
- Category 4 is for service delivery options (4a-4k below).
These options have been grouped into Council waste services only (4a-4f) and options for Council and neighbouring council's waste services (4g-4k)

4.1 Collection service options (category 1 and category 2)

There are a multitude of collection options which could have been considered during this review. An initial assessment of previous similar reviews and a discussion with Council staff at a workshop on 22 January 2025 concluded that the collections options should be maintained to a manageable number, which are practically achievable and provide some differentiation between options. In particular, there was a strong indication that the existing recycling services were operating well and a significant change in these services would not be expected.

The collection service options have been split into two systems for consideration. The first system is rubbish and organic waste collection, and the second system is recycling collections. The reason for this split is that most of the organic waste is currently within the existing rubbish collection system and the introduction of organic waste collections has the greatest direct impact on the rubbish collection system, whilst having very little impact on the recycling collection system. It is acknowledged that some changes to the rubbish collection system will have an impact on the recycling collection system, in particular affecting the level of contamination. Table 4 below provides the options for category 1, rubbish and organic waste collection systems and Table 5 below provides the options for category 2, recycling and glass collection systems.



Table 4 Category 1 : Rubbish and organic waste collection systems

Category 1 : Rubbish and organic waste collection systems				
Option	Description	Key Features	Impact	Funding
1a	Status quo rubbish collection	Weekly rubbish collection using Council's 40L and 60L bags, daily commercial food scraps collection. Private kerbside rubbish collection services also available.	No impact	User pays
1b	Introduce rubbish bin with bin size choice	Weekly rubbish collection with 80L, 140L, or 240L wheelie bins.	Potentially displaces some or all private collectors	Rate funded
1c	Introduce organics	Weekly rubbish collection with Council's 40L and 60L bags (or private kerbside collection service), 80L combined food and garden waste bin (FOGO).	Reduced organics to landfill	User pays for rubbish, rate funded for organics
1d	Introduce organics + rubbish bin with bin size choice	Weekly rubbish collection with 80L, 140L, or 240L wheelie bins, 80L FOGO bin. <i>(a fortnightly rubbish collection with a weekly FOGO collection option was added later in the assessment – see section 6.3 below)</i>	Reduced organics to landfill and potentially displaces some or all private collectors	Rate funded
1e	Enhanced service (commercial and MUDs)	Full commercial service with front loader truck, services multi-unit developments (MUDs)	Reduced organics to landfill and potentially displaces some or all private collectors	Rate funded
1f	No council rubbish collection – council provided organics collection	80L combined food and garden waste bin (FOGO). Households use private collection services for rubbish.	Private collectors controlled via bylaw and licensing system	User pays for rubbish, rate funded for organics
1g	No council collection services (for rubbish and organic waste)	No council collection services. Households use private collection services for rubbish and organics.	Private collectors controlled via bylaw and licensing system	User pays



Table 5 Category 2 : Recycling and glass collection systems

Category 2 : Recycling and glass collection options				
Option	Description	Key features	Impact	Funding
2a	Status quo recycling collection	240 litre wheelie bin for recycling and 45 litre crates for glass.	No impact	Rate funded
2b	Enhanced recycling collection (360 litre bin) and option of a mixed colour glass collection for businesses	Larger 360 litre wheelie bin and bespoke commercial recycling service.	Limited impact (less recyclables to landfill)	Rate funded
2c	Enhanced recycling collection (all commercial and MUDs)	Full commercial recycling service with front loader truck, servicing MUDs.	Displaces some private collectors	Rate funded
2d	No council collection services (for recycling)	No council collection services. Households use private collection services for recycling.	Private collectors controlled via bylaw and licensing system	User pays

4.2 Facilities, processing and disposal options (category 3)

There are numerous combinations of options for facilities, processing and disposal and for the purposes of this assessment these options have been limited to those which are realistic and show a clear differential when compared with each other. Table 6 below provides the options for category 3, facilities, processing and disposal options.

Table 6 Category 3 : Facilities, processing and disposal options

Category 3 : Facilities, processing and disposal options		
Option	Description	Key features
3a	Status quo facilities	Continuation of the existing facilities including the Ferguson Street recycling centre, Awapuni resource recovery centre, and Ashhurst transfer station.
3b	Enhanced status quo	Expanding the Ferguson Street recycling centre with soft plastics drop-off to align with the supermarket network, expanding the MRF, and potentially ceasing lease with Oji Fibre Solutions.
3c	Full suite of facilities	Expanding the Ferguson Street recycling centre with soft plastics drop-off, expanding the MRF, establishing waste transfer station and upgrading composting facility at Awapuni resource recovery centre.
3d	Rationalise facilities	Includes all facilities in 3c but closes Ashhurst transfer station while keeping the recycling drop-off.
3e	No council facilities	Closure of existing council facilities or leasing them to the private sector.



4.3 Delivery options (category 4)

Under Section 17A of the Local Government Act 2002, councils are required to complete a review of how their services are delivered within two years of their contracts expiring or if there are any significant proposed changes to levels of services. In documenting the options, we have ensured that the requirements of Section 17A are met, including consideration of service delivery, governance and funding, and include options that involve collaboration with neighbouring councils and use of Council Controlled Organisations (CCOs) for service delivery.

There are a range of delivery options available including in-house delivery, delivery by a CCO, whether wholly owned by the local authority or a joint CCO with other councils, delivery by another authority or delivery by another party such as a private sector organisation. For the purposes of this assessment the delivery options have been grouped into two categories. The first category includes options for the delivery of council services only, where responsibility for governance and funding is exercised by the Council and the second category includes options for the delivery of council and neighbouring council services, where responsibility for governance and funding is delegated to a joint committee or other shared governance arrangement.

Table 7 Category 4: Delivery

Category 4 : Delivery options		
Option	Description	Key features
PNCC alone options		
4a	Status quo (in-house)	Services delivered with an in-house team using council staff and council vehicles and equipment.
4b	Hybrid	In-house facilities utilising council staff and equipment, outsourced collections to a private operator for an approximate 10-year contract
4c	Outsourced contracts	All waste services outsourced to one contractor for an approximate 10-year contract.
4d	Joint venture	Partnership with the private sector for collections and facilities management. Joint Venture with the private sector to deliver all waste services including extending to organics if approved.
4e	Waste CCO or CCTO	Council Controlled Organisation or Trading Organisation to deliver all waste services
4f	Bylaw controlled	Council establishes a bylaw and policy to lease the Ferguson Street and Awapuni sites and licence private collectors for rubbish, recycling, and organics collections
Regional options		
4g	Regional MRF	Services delivered with an in-house team using council staff and council vehicles and equipment. MRF sized appropriately and an agreement is established to process recycling from neighbouring councils.
4h	All regional waste services	Services delivered with an in-house team using council staff and council vehicles and equipment. Option to extend to other processing facilities e.g. composting.

**Category 4 : Delivery options**

Option	Description	Key features
4i	Shared service, in-house	Shared service arrangements across neighbouring councils for all waste services with new governance. The council in-house delivery unit would become a shared service delivery unit for collections and MRF. Other organisations deliver composting or collection services.
4j	Shared service, outsourced	Shared service arrangements, outsourced to contractors for 10 years. This would require new governance arrangement to be established for oversight of the shared services.
4k	Joint CCO or CCTO	Council and neighbouring councils establish a CCO or CCTO to deliver all waste services.



5 Stakeholder feedback

Before commencing the assessment of future resource recovery options, stakeholder engagement was undertaken. The aim of this engagement was to identify the views of key stakeholders and fill information gaps that were identified during the initial stages of the project. The key views of the stakeholders have been documented and summarised in this review, which has assisted in the assessment of options.

The stakeholder engagement was not consultation or engagement with decision-makers or with the community on the Council's proposed solution and associated financial implications for the district. This will be carried out following this review.

5.1 Stakeholder engagement methodology

A stakeholder engagement plan was developed and presented to Council for review in advance of the stakeholder engagement commencing. This included key messaging, a list of potential stakeholders, the questions they were asked and how their views would be captured.

5.1.1 Key messaging

The following key messages were used with stakeholders when undertaking this engagement:

- PNCC is carrying out a comprehensive review of the delivery of its resource recovery services and will be assessing its options for its future delivery. It wants a long-term, reliable, cost-effective solution that maximises recovery of material.
- PNCC is looking at a range of options for service delivery from in-house (existing) to outsourced and leaving service delivery to the private sector (through licencing).
- PNCC is also exploring funding options including rates funding, user pays and third-party funding.
- PNCC will narrow down its options through this options assessment process, but decisions will need to go through Council's usual decision-making processes.
- Once PNCC has narrowed down its options, it may undertake further engagement with stakeholders and impacted parties.

5.1.2 Stakeholder questions

The table below provides a list of the questions used in the interviews with key stakeholders.

Table 8 Stakeholder questions

Question	Stakeholders asked
Is the current delivery model working for the Council and the community?	All
Is the current delivery model working for your organisation?	All
Is there anything that isn't working so well and how can this be improved?	All
Do you have any views on which delivery model would work best for Council and the community i.e. in-house, out-sourced, leased facilities and licenced collectors?	All
Do you have any views on which funding model would work best for Council and the community i.e. rates funded, user pays, externally funded?	All



Question	Stakeholders asked
Which of the outcomes aligns with mana whenua thinking around waste in the region?	Rangitāne o Manawatū
What opportunities do you think there are for collaboration with PNCC and other parties such as private waste collectors/operators, other councils or community organisations?	All
Do you have anything further to add, which you think would benefit this review?	All

5.2 Stakeholder common themes

Overall, the following stakeholder common themes have been identified:

- The current in-house delivery model is working for Council and the community
- The resource recovery team delivers the services to a high quality standard, it is open to new ideas and has the ability to respond to changes effectively
- Most stakeholders believe that the current in-house delivery model is working for their organisation
- There are several improvements which would increase the effectiveness of the delivery model:
 - Increase the capacity of the MRF
 - The quality of processed recycling is considered poor by some stakeholders
 - Kerbside recycling contamination is high
 - Establish a clear pathway to greater collaboration with neighbouring Councils, the private sector and community organisations
 - Assess infrastructure needs such as organic waste processing and carry out strategic planning across the region
 - The existing Matthews Avenue transfer station does not offer the full range of recycling
 - Look at service and funding options, which reduce the number of trucks in a street
 - Introduce kerbside organic waste collections to divert waste from landfill
 - Work with the packaging forum, supermarkets and where possible 'for purpose' organisations to introduce a soft plastics recycling scheme
- There are too many trucks collecting waste in the City
- Investigate opportunities for resource recovery of large items through a one stop shop at Awapuni
- Waste management practices which focus on environmental health are aligned with Mana Whenua values
- A mixture of funding options is appropriate (rates, user pays and product stewardship)
- Most private waste companies believe they can provide the services more cost effectively and to a better standard
- There are existing collaboration opportunities, which should be explored across the region.



Further details from the stakeholder engagement are provided in Appendix E.

The stakeholder engagement confirms the following:

- The in-house delivery model is working well
- There is a need to invest in infrastructure upgrades
- There is a need for regional infrastructure
- The current rubbish pay as you throw model isn't working effectively leading to multiple vehicles on the road, high cost for households and high contamination in recycling.
- The current kerbside recycling system is working well



6 Options assessment

The criteria and strategic objectives for this assessment were discussed at a workshop with Council staff on 22 January 2025 and the following approach agreed.

- The criteria would be made up of critical success factors and strategic objectives
- The critical success factors were taken from Treasury's guide to developing a business case
- The strategic objectives were developed from similar reviews undertaken by Morrison Low
- The criteria were cross checked against the suggested criteria contained in the Council's Request For Proposal document and tested with the project team to ensure they were aligned with Council strategies and plans.

Following feedback from stakeholders and development of the financial model, carbon assessment and waste reduction assessment, an initial options assessment was presented as a strawman, which included strategic objectives, assessment criteria and options. This was considered at a challenge workshop with council staff on 28 February 2025. At this challenge workshop the approach to the assessment was finalised and the following items agreed:

- Agreement on the strategic objectives, assessment criteria and weighting used in the assessment
- Agreement on the options to be considered
- Agreement on scoring the options against the agreed criteria and shortlisting.

6.1 Assessment criteria

The following assessment criteria was agreed, each with equal weighting:

Table 9 Assessment criteria

Strategic objectives	
1	Potential for maximising waste diversion from landfill and minimising carbon emissions
2	Flexibility and responsiveness to changing needs
3	Services that are healthy and safe for workers and customers
4	Potential for minimising contamination and pests
5	Opportunities for collaboration with 'for purpose' organisations and regional partners
Critical Success Factors	Description
6	Strategic fit and business needs <i>Alignment with LTP and other council and regional strategic plans</i>
7	Potential value for money <i>Right solution, right time at the right price. Cost-effectiveness for households</i>
8	Resource capacity and capability <i>Is it a sustainable arrangement (labour, plant, equipment, knowledge)?</i>
9	Potential affordability <i>Are there no funding constraints (can councils access the required funding) cost to Council?</i>
10	Potential achievability <i>Ability and skills to deliver (internal) ease of management, recruitment and retention of staff</i>



6.2 Options scoring

The strawman assessment used a scoring system based on 'yes', 'no' and 'partial', however, it was difficult to differentiate between options which were scored as 'partial' and as such it was agreed that the scoring system should be changed to a scale of 1 through 5 to establish preferred options and possible options, which would then proceed to the detailed cost analysis.

The tables on the following pages present the findings from this scoring.



Table 10 Scoring of options for Category 1 - rubbish and organic waste collection systems (1a-1g)

Service option:	Rubbish and organics collection systems						
	1a	1b	1c	1d	1e	1f	1g
	Status quo	Introduce rubbish bin with bin size choice	Introduce organics	Introduce organics, rubbish bin size choice	Enhanced service (commercial and MUDs)	No council rubbish collection. Council provided organics	No council services
Strategic objectives:							
Waste diversion and carbon emissions	2	3	3	4	5	3	3
Flexibility and responsiveness	1	1	3	3	5	3	3
Healthy and safe	1	5	1	5	4	5	5
Minimising contamination and pests	1	5	2	5	4	5	5
Collaboration with 'for purpose' organisations	3	3	3	3	3	3	3
Long-term collaboration with regional partners	3	3	5	5	5	4	1
Financial stability (sustainability),	3	3	3	4	1	2	5
Critical Success Factors:							
Strategic fit and business needs -	3	3	5	5	5	1	1
Potential value for money	2	5	3	4	3	1	0
Resource capacity and capability	5	5	5	5	5	5	5
Potential affordability	5	2	4	3	1	4	4
Potential achievability	5	4	4	3	2	4	1
Overall assessment:	34	42	41	49	43	40	36
Rank:	7	3	4	1	2	5	6
Shortlisted	Yes	Yes	No	Yes	Yes	No	No
Summary	There is some regional inconsistency. This option is considered unsafe for workers and users, it does not maximise waste diversion and reduce carbon emissions. The current frequency is appropriate if no organics collections are provided. There are moderate opportunities for collaboration. This option delivers excellent resource capacity and capability, potential affordability and achievability.	This option is a safer and more cost-effective service to deliver than the status quo option but it is less affordable. There are moderate opportunities for collaboration.	Maintaining the current rubbish bag collection is not safe for workers and the public and the frequency costs more. It does not drive the use of a new organic collection service. There are moderate/ good opportunities for collaboration.	This option drives the community to contribute to waste minimisation and achieves waste diversion targets, but the addition of organics collections adds cost. There are moderate/ good opportunities for collaboration.	This option drives the community to contribute to waste minimisation and achieves waste diversion targets, but the addition of organics collections and commercial collections adds cost. There is a high risk placed on Council in terms of material supply and securing end markets for products.	This option reduces control of the waste stream for Council, potential for maximising diversion from landfill and reducing carbon emissions. This option is less flexible, has more chance of contamination, moderate opportunity for collaboration and is less cost effective for households. There is some risk of material supply from household still using private wheelie bin.	This option has no control of the waste stream for Council, reduced potential for maximising diversion from landfill and reducing carbon emissions. This is not a strategic fit, it is less flexible, has more chance of contamination, less opportunity for collaboration and is less cost effective for households. It has least risk of financial stability for Council, but not for households.



Table 11 Scoring of options for Category 2 – recycling and glass collection systems (2a-2d)

Service option:	Recycling and glass collection systems			
	2a	2b	2c	2d
	Status quo	Enhanced service (360L bin)	Enhanced service (all commercial and MUDs)	No council collection
Strategic objectives:				
Waste diversion and carbon emissions	2	3	5	1
Flexibility and responsiveness	2	3	5	1
Healthy and safe	3	3	2	5
Minimising contamination and pests	5	5	4	1
Collaboration with 'for purpose' organisations	3	3	3	3
Long-term collaboration with regional partners	5	5	5	1
Financial stability (sustainability)	3	3	1	5
Critical Success Factors:				
Strategic fit and business needs -	5	5	3	0
Potential value for money	4	4	5	1
Resource capacity and capability	5	5	5	5
Potential affordability	5	5	1	5
Potential achievability	5	5	5	5
Overall assessment:	47	49	44	33
Rank:	2	1	3	4
Shortlisted	Yes	Yes	No	No
Summary	This option is affordable but results in higher contamination and lower quality recyclable products. It presents moderate/good opportunities for collaboration.	This option is likely to improve the efficiency of service delivery but more funding is required from Council which could be less achievable given other priorities. It presents moderate/good opportunities for collaboration.	This option is likely to improve efficiency of service delivery and covers all commercial and MUDs. More funding is required from Council which could be less achievable given other priorities. It presents moderate/good opportunities for collaboration.	Experience elsewhere in New Zealand shows that private servicing is difficult to enforce and achieving the desired level of service can be limited. This option presents the lowest opportunity for collaboration with regional partners because there is no council collection.



Table 12 Scoring of options for Category 3 - facilities (transfer stations, resource recovery parks and processing) (3a-3e)

Service option:	Facilities (Transfer Stations, Resource Recovery Parks, Processing)				
	3a	3b	3c	3d	3e
	Status quo	Enhanced status quo	Full suite of facilities	Rationalise facilities	No council facilities
Strategic objectives:					
Waste diversion and carbon emissions	2	3	5	5	0
Flexibility and responsiveness	2	3	5	5	0
Healthy and safe	3	4	2	2	5
Minimising contamination and pests	4	5	5	5	3
Collaboration with 'for purpose' organisations	3	3	3	3	5
Long-term collaboration with regional partners	2	4	5	5	0
Financial stability (sustainability)	4	3	2	3	1
Critical Success Factors:					
Strategic fit and business needs	5	5	5	3	0
Potential value for money	2	3	4	5	1
Resource capacity and capability	5	5	5	5	5
Potential affordability	4	3	2	3	5
Potential achievability	5	4	2	1	5
Overall assessment:	41	45	45	45	30
Rank:	4	1	1	1	5
Shortlisted	Yes	Yes	Yes	No	No
Summary	This current level of service is adequate, but there is an opportunity to do more to maximise diversion and generate additional revenue. It presents a low opportunity to collaborate. The current service is achieving financial stability.	An expanded MRF is likely to increase waste diversion, reduce contamination and allow for greater collaboration with regional partners.	An expanded MRF and food waste composting is likely to increase waste diversion, reduce contamination and allow for greater collaboration with regional partners. A transfer station in Awapuni provides a 'one stop shop' for residents and smaller commercial operators.	Slightly reduced level of service and diversion outcomes, but at a lower cost.	Experience elsewhere in New Zealand shows that it is unlikely the private sector would provide the same diversion opportunities without a Council subsidy. It presents the greatest opportunity for collaboration with 'for purpose' organisations.



Table 13 Scoring of options for Category 4 – service delivery options (4a-4k)

Options:	PNCC alone						Regional collaboration				
	4a	4b	4c	4d	4e	4f	4g	4h	4i	4j	4k
	Status quo - in-house	Hybrid - in-house facilities, out-sourced collections	PNCC enters out-sourced contracts for all waste services	PNCC enters joint venture with private sector for all waste services	PNCC establishes a waste CCO or CCTO for all waste services	Bylaw controlled services - PNCC leases facilities and licences collectors	PNCC contracted by neighbouring councils to provide regional MRF	PNCC contracted by neighbouring councils to provide all waste services on their behalf, extends in-house unit	Shared service, in-house delivery	Shared service, joint out-sourced contract(s)	Joint waste CCO or CCTO with neighbouring councils
Strategic objectives:											
Waste diversion and carbon emissions	5	5	5	5	5	1	5	5	5	5	5
Flexibility and responsiveness	5	4	3	2	2	1	4	4	2	2	1
Healthy and safe	3	3	3	3	3	5	3	3	3	3	3
Minimising contamination and pests	5	5	5	5	5	1	5	5	5	5	5
Collaboration with 'for purpose' organisations	5	3	2	1	4	1	5	5	3	2	3
Long-term collaboration with regional partners	3	3	1	1	2	0	5	5	5	5	5
Financial stability (sustainability)	3	3	3	3	3	5	4	1	3	3	3
Critical Success Factors:											
Strategic fit and business needs	5	5	5	5	5	1	5	5	5	5	5
Potential value for money	4	3	3	3	2	1	4	5	4	4	3
Resource capacity and capability	5	5	5	5	5	5	5	5	5	5	5
Potential affordability	3	3	3	2	2	4	4	5	3	3	2
Potential achievability	5	4	4	3	3	1	3	3	2	2	1
Overall assessment:	51	46	42	38	41	26	52	51	45	44	41
Rank:	2	4	7	10	8	11	1	2	5	6	8
Shortlisted	Yes	No	No	No	No	No	Yes	Yes	No	No	No
Summary	This option is reasonably cost effective and efficient, but there are some safety concerns. It presents the greatest opportunity to collaborate with 'for purpose' orgs and the equal greatest ability for regional collaboration. There are some funding constraints.	Keeping in-house facilities controls the processing of materials. Outsourcing collections should achieve greater efficiencies and improve safety. There are moderate opportunities for collaboration	Outsourcing waste services should result in efficiencies and potential savings. There are low opportunities for collaboration	Entering a partnership agreement is not likely to achieve additional benefits over contracted services and can be harder to implement. There are low opportunities for collaboration.	Establishing a CCO or CCTO is not likely to achieve additional benefits over in-house or contracted services and can be harder and more costly to implement. There are moderate opportunities for collaboration	It is unlikely that the private sector would provide the same diversion opportunities without a council subsidy. There are very low opportunities for collaboration.	Processing recyclables from neighbouring councils is likely to increase waste diversion, create more efficiencies and generate revenue for PNCC. This option has the equal greatest opportunity for collaboration.	Delivering all waste services for neighbouring councils is likely to increase waste diversion, create more efficiencies and generate revenue for PNCC, but PNCC carries greater financial risk. This option has the equal greatest opportunity for collaboration	Entering a shared service can be harder to implement. In-house delivery is possible, provides greater flexibility, but is not likely to achieve additional benefits over contracted services. There is a moderate opportunity for collaboration	Entering a shared service agreement can be harder to implement. Contracted out delivery is less aligned strategically, could be less responsive and is not likely to achieve additional benefits. There is a low opportunity for collaboration with 'for purpose' orgs.	This option is likely to cost more and be harder for each council to manage. There are no savings by aggregating management cost. There is a low opportunity for collaboration with 'for purpose' orgs.



6.3 Shortlisted options

A workshop was held with Councillors on 16th April 2025 to discuss the preliminary results of the options assessment. During the workshop a question was raised seeking guidance about the possibility of reducing the frequency of collecting rubbish and the effect this may have on organics waste collection. As a result, a further option based on option 1d was added to the assessment, with a change in frequency to a fortnightly rubbish collection and a weekly organic waste collection. The following options were shortlisted for the financial assessment:

Category 1

- 1a - status quo rubbish collection.
- 1b - introduce a rate funded rubbish wheelie bin, with no organics collection.
- 1d - introduce a weekly organic waste collection with an 80 litre wheelie bin and a weekly rubbish bin collection with a bin size choice, all rate funded.
- 1d (fortly rub, wkly org) - introduce a weekly organic waste collection with an 80 litre wheelie bin and a fortnightly rubbish bin collection with a bin size choice, all rate funded.

Category 2

- 2a - status quo recycling collection.
- 2b - enhanced recycling service offering a larger 360 litre wheelie bin to residents and commercial recycling customers.

Category 3

- 3a - status quo facilities.
- 3b - enhanced status quo, expanded Ferguson Street recycling centre to include soft plastics drop-off, Awapuni MRF with capacity to process recyclables from neighbouring councils and a soft plastics baling area.
- 3c - full suite of facilities including an expanded Ferguson Street recycling centre to include a soft plastics drop-off, expanded Awapuni MRF with capacity to process recyclables from neighbouring councils and a soft plastics baling area. Establish a waste transfer station for residents and small commercial operators to provide a one stop shop for customers. Build an in-vessel or aerated static pile composting facility to process food and garden organics.

Category 4

- 4a - status quo delivery.
- 4g - PNCC contracted by neighbouring councils to provide regional MRF
- 4h - PNCC contracted by neighbouring councils to provide all waste services on their behalf, extends in-house unit



7 Further assessment of shortlisted options

Further assessment of shortlisted options focuses on a financial assessment. Those options that did not proceed to this stage have not been fully assessed financially, although some high-level costings were assessed. Assumptions used in the financial modelling are presented in Appendix F. Waste quantities from the past three years, used as the basis for the financial modelling, are presented in Appendix G.

In addition to the financial assessment, consideration is given to the waste diversion and carbon emissions from the shortlisted collection options.

The quantities of materials from kerbside collection and drop-off facilities are relatively consistent across the previous three years. This suggests that services and facilities are being used consistently by both residential and commercial users. One notable change is in the organic's volumes, where a reduction in total organic material received at the Awapuni composting facility is seen from 2022 to 2023, with the reduction in sewage sludge received accounting for much of this.

7.1 Status quo financials

The current revenue and expenses that relate to Council's resource recovery activity are summarised in the table below. Council's cost for kerbside collections and facility operations are separated by expense type, e.g. staff, vehicle lease costs, consumables. However, to enable comparison to alternative options we have reassigned these costs to the different service components, i.e. rubbish, recycling, organics. Grant funding includes waste levy revenue received from MfE on a population basis. The "other" category includes small or one-off expenses, such as Christmas tree collections, community clean up events and a food organics kerbside collection trial.

Table 14 FY2023/24 activity related revenue and expenses

Description	Revenue \$000s	Expenses \$000s
Revenue		
Grant funding and other revenue	-\$1,003	
Revenue from fees and charges (includes bag sales)	-\$3,187	
Revenue from rates required	-\$7,730	
Expenses		
Rubbish collection		\$1,653
Recycling collection		\$2,310
Glass collection		\$980
Commercial food waste collection		\$131
Commercial recycling collection		\$83
Commercial glass collection		\$31
Transfer station and recycling centres		\$695
Awapuni Materials Recovery Facility (MRF)		\$2,000
Awapuni organics processing facility		\$1,260
Other facility expenses (incl. closed landfill management, sludge processing, tyre recycling and others)		\$939
Strategy, policy and planning		\$857



Description	Revenue \$000s	Expenses \$000s
Public litter bins, illegal dumping, litter		\$757
Education and communication		\$46
Resource Recovery Fund		\$45
Other activity expenses (incl. community and event activities, trials and others)		\$133
Total	-\$11,919	\$11,919

7.2 Collection service options

The costs of existing (status quo option 1a) and future collection service options are summarised here along with the anticipated volume of material collected and estimated carbon emissions. Category 1 and category 2 options have been grouped together for comparison purposes. It should be noted that the cost of existing services is based on actual costs.

7.2.1 Kerbside collection quantities

The figure below provides a description of the differences between the status quo and combination of category 1 and category 2 options including receptacle size, frequency of collection, material type, total tonnes collected and diversion rate.



Table 15 Category 1 & 2 combinations (Kerbside collections), total tonnes and diversion

Category 1 and 2 combinations	Services					Vehicles	Tonnage						Diversion
	Private rubbish	Council rubbish	Organics	Recycling	Glass		Private rubbish	Council rubbish	Organics	Recycling	Glass	Total	
Status Quo													
1a & 2a	Various bin sizes and frequencies	40L and 60L bags collected weekly	N/A	240L wheelie bin collected fortnightly	45L crate collected fortnightly	7 - current 9 – required	11,506	3,148	0	2,964	1,528	19,146	23%
Differences													
1a & 2b	No change	No change	No change	Additional 360L wheelie bin collected fortnightly	No change	9	10,514	3,148	0	3,038	2,446	19,146	29%
1b & 2a	N/A	80L, 140L or 240L wheelie bin collected weekly	No change	No change	No change	9	0	11,485	0	2,964	1,528	15,977	28%
1b & 2b	N/A	80L, 140L or 240L wheelie bin collected weekly	No change	Additional 360L wheelie bin collected fortnightly	No change	9	0	11,485	0	3,038	2,446	16,969	32%
1d & 2a	N/A	80L, 140L or 240L wheelie bin collected weekly	80L wheelie bin FOGO collected weekly	No change	No change	11	0	9,358	2,955	2,964	1,528	16,805	44%
1d & 2b	N/A	80L, 140L or 240L wheelie bin collected weekly	80L wheelie bin FOGO collected weekly	Additional 360L wheelie bin collected fortnightly	No change	11	0	9,358	2,955	3,038	2,446	17,797	47%
1d (fortnightly rubbish, weekly org) & 2a	N/A	80L, 140L or 240L wheelie bin collected fortnightly	80L wheelie bin FOGO collected weekly	No change	No change	11	0	7,415	4,651	2,964	1,528	16,558	55%
1d (fortnightly rubbish, weekly org) & 2b	N/A	80L, 140L or 240L wheelie bin collected fortnightly	80L wheelie bin FOGO collected weekly	Additional 360L wheelie bin collected fortnightly	No change	11	0	7,415	4,651	3,038	2,446	17,550	58%
1e & 2a	N/A	80L, 140L or 240L wheelie bin collected fortnightly + commercial	80L wheelie bin FOGO collected weekly	+ Commercial	No change	12	0	10,358	3,455	3,464	2,028	19,305	46%
1e & 2b	N/A	80L, 140L or 240L wheelie bin collected fortnightly + commercial	80L wheelie bin FOGO collected weekly	Additional 360L wheelie bin collected fortnightly + commercial	No change	12	0	10,358	3,455	3,538	2,946	20,297	49%



The figure below shows the quantity of material collected and the expected diversion for each of the grouped options.

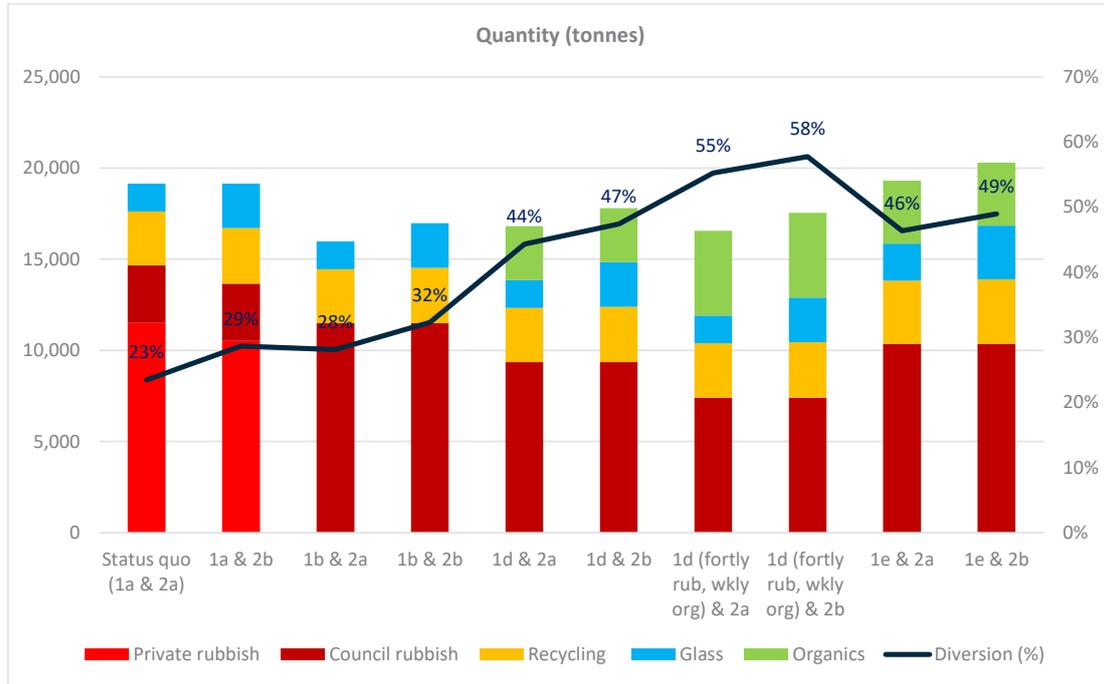


Figure 6 Annual collection quantities and diversion from landfill

The total quantity of material in the household waste system is just under 20,000 tonnes. The status quo option shows that the private sector controls the greatest proportion of the household waste stream at 11,506 tonnes. Options which include the introduction of more council services result in greater diversion from landfill and a reduction in the quantity of rubbish collected by the private sector.

The most favourable collection option with the highest diversion rate of 58% is fully rates funded solution:

- option 1d (fortnightly rubbish with a choice of bin size, with a weekly FOGO 80L bin), and
- option 2b (fortnightly collection of mixed recycling 240L or 360L bin, with a 45L glass crate),

The least favourable option is status quo weekly council rubbish bags and no organic collection and no change to recycling, which results in a diversion rate of 23%.

7.2.2 Cost to council for kerbside services

The costs for all kerbside collection options have been modelled and presented as operating costs to Council. These represent the full costs, including collections, processing and disposal, together with the proceeds from the sales of processed materials.

The graph below shows the cost in year 1 of the combination of options.

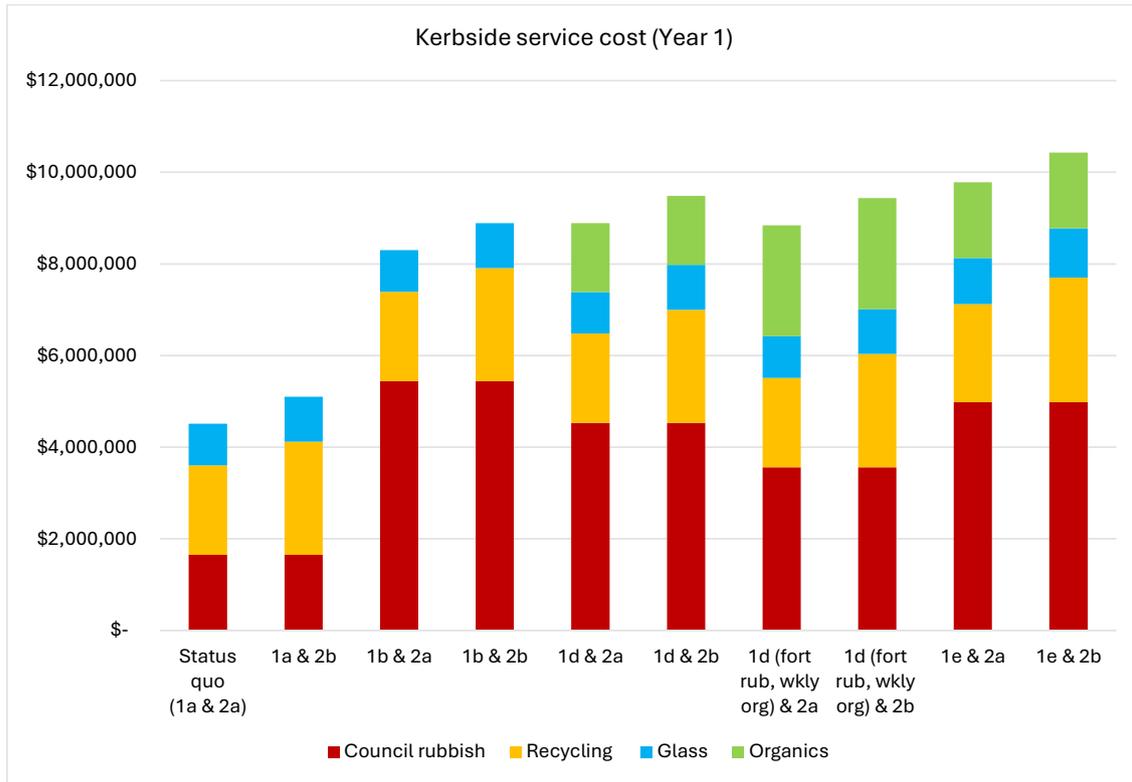


Figure 7 Annual cost (year 1) of the combination of kerbside collection options

The table below shows the costs presented in the graph above.

Table 16 Annual cost (year 1) to Council of the combination of kerbside collection options

Cost (\$)	Council rubbish	Organics	Recycling	Glass	Total
Status quo (1a & 2a)	1,652,559	0	1,950,167	909,451	4,512,177
1a & 2b	1,652,559	0	2,469,993	979,389	5,101,941
1b & 2a	5,441,343	0	1,950,167	909,451	8,300,961
1b & 2b	5,441,343	0	2,469,993	979,389	8,890,726
1d & 2a	4,528,179	1,644,358	1,950,167	909,451	9,032,155
1d & 2b	4,528,179	1,644,358	2,469,993	979,389	9,621,919
1d (fort rub, wkly org) & 2a	3,563,040	2,422,229	1,950,167	909,451	8,844,887
1d (fort rub, wkly org) & 2b	3,563,040	2,422,229	2,469,993	979,389	9,434,651
1e & 2a	4,980,997	1,654,730	2,145,183	1,000,397	9,781,307
1e & 2b	4,980,997	1,654,730	2,716,992	1,077,328	10,430,048

The total cost of the status quo services (rubbish bag collection, recycling and glass collections) was approximately \$4.5 million per annum in the 2023/24 financial year. The cost of the rubbish bag collection is paid for with revenue from the sale of rubbish bags and the cost of the recycling and glass



collection is paid for through a targeted rate on those properties receiving the service. As more council services are added the annual costs to Council increase. This is due to the requirement for additional equipment such as wheelie bins and trucks, additional staff to deliver the services and additional processing costs for the MRF and composting facilities.

An assessment of the existing PNCC service costs against comparable council costs and modelled costs is shown in the table below. This shows that the PNCC rubbish bag collection cost is very similar cost to the modelled cost and comparable council cost and the recycling and glass collection costs are in the mid-range, when compared to the modelled cost and comparable council cost.

Table 17 Comparison of PNCC kerbside costs comparable council costs and modelled costs

Service	Rubbish bags	Recycling	Glass
Actual	\$1.65m	\$1.95m	\$0.9m
Model	\$1.65m	\$1.79m	\$0.80m
Comparable council cost	\$1.60m	\$2.44m	\$1.13m
Difference (range)	0% to 3%	-27% to 7%	-28% to 9%

The most favourable option, which maximises diversion from landfill includes a rates funded fortnightly rubbish collection, a continuation of the recycling and glass collection and the introduction of a weekly organics collection, is estimated to cost the Council approximately \$9.4 million per annum, which will need to be funded from rates. It should be noted that for the rubbish collection service, there would be a corresponding reduction in private service costs for households, which is presented in more detail below.

7.2.3 Comparison of Council and private rubbish collection costs

Households in Palmerston North currently have a range of options for their rubbish collection service. They can buy Council bags at a cost of \$2.80 for a 40L bag or \$3.80 for a 60L bag. Approximately 30% of households choose to use the Council bag service. Alternatively, they can subscribe to a private wheelie bin service, for which they select the frequency of collection, the size of the bin and the billing cycle, which all have an effect on the price of the service.

Table 18 Household rubbish collection costs

Collection frequency	Receptacle size	Annual Private Subscription Rubbish	Equivalent Council bag cost		Annual Private Subscription Greenwaste
			40L bag @ \$2.80	60L bag @ \$3.80	
Fortnightly	80L	\$171	\$146	\$131	n/a
	120L/140L	\$270-\$390	\$218	\$198	n/a
	240L	\$345-\$546	\$437	\$395	\$123
Weekly	80L	\$333-\$593	\$291	\$296	\$186-\$354
	120L/140L	\$456-\$780	\$437	\$395	\$200-\$406
	240L	\$618-\$936	\$874	\$790	\$295-\$593

In Palmerston North it is currently cheaper for low waste producing households to use Council bags and for high waste producing households to subscribe to a private wheelie bin service, which is similar to the rest of New Zealand. For the majority of households who produce average quantities of



waste it is currently slightly more expensive to use Council bags, which is comparable with the rest of New Zealand.

Note, private collectors also provide some greenwaste collections in Palmerston North, which are offered at a cheaper rate than both private rubbish collections and Council rubbish bags.

Households match their choice of rubbish collection service to their household needs. They consider their volume of waste generation, the availability of diversion services, cost and convenience. Household size is a key driver for their choice. Indicatively, a 120/140L bin collected weekly meets the needs of most households. The estimated split of household size in Palmerston North is shown in the table below.

Table 19 Palmerston North household size

Household scenarios	Unit	Low waste producers	Medium waste producers	High waste producers	Total
Residents per household	#	1	2-3	4+	-
Percentage of total households	%	24%	49%	27%	100%
Number of households	#	7,700	15,800	8,500	32,000

An analysis of the cost implications of different service types for different size households is provided in table 34 in Appendix G. Based on the number of bags sold by Council each year, this analysis shows that about 28% (9,100) of households in Palmerston North use the Council bag service and 72% (23,000) use a private service. 55% (around 5,000) of the households who use the Council bag service are single resident households (low waste producers), 25% (around 2,300) are 2-3 resident households (medium waste producers) and 10% (around 900) are 4+ resident households (high waste producers).

7.2.4 Comparison of household costs for combined options

To establish the total cost of all kerbside collection services, the costs for category 1 options (rubbish and organics) need to be combined with those for category 2 options (recycling and glass). For options where private rubbish collection services continue alongside council services, we have presented the cost for households using either of these options. The comparison of the cost per household for these options is provided in the figure below.

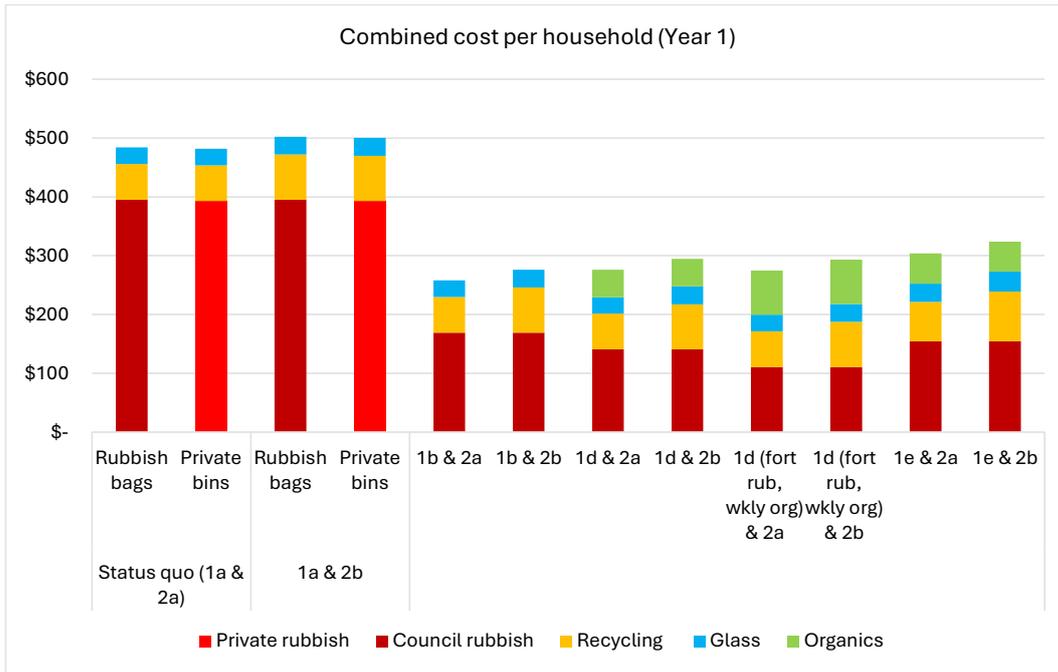


Figure 8 Kerbside service cost on a household basis (year 1)

The table below shows the total household costs presented in the graph above.

Table 20 Annual cost (year 1) of the combination of options

Combination of options	Total cost per household (\$)
Status quo (1a & 2a) - Rubbish bags	484
Status quo (1a & 2a) - Private bins	482
1a & 2b - Rubbish bags	502
1a & 2b - Private bins	500
1b & 2a	258
1b & 2b	276
1d & 2a	276
1d & 2b	295
1d (fortnightly rubbish, weekly organics) & 2a	275
1d (fortnightly rubbish, weekly organics) & 2b	293
1e & 2a	304
1e & 2b	324

For the purposes of comparison, the costs for rubbish collection used in the graph and table above are based on 120 litres of rubbish collected weekly (medium waste producers), which meets the needs of the majority of households currently using both Council rubbish bags and private rubbish collections. The status quo services for rubbish collection are costing households the greatest



proportion of their combined kerbside collection costs and when compared, the costs for households with private bins are slightly lower than for households using Council rubbish bags.

A rates funded Council provided rubbish bin collection without an organics collection (option 1b) achieves significant economies of scale and results in a saving of about \$225 per household, which offsets the cost of introducing new services. Introducing an organics collection adds to the total household cost, but still achieves a saving of around \$200 when compared to the cost of the status quo services. This option also maximised diversion from landfill. It is acknowledged that low waste producing household currently pay less to dispose of their rubbish and high producing households currently pay more to disposal of their rubbish. It is acknowledged that if the full suite of services (option 1b) is introduced, some low waste producing households will pay more and some high waste producing household will pay less.

7.2.5 Carbon emissions assessment

For the purposes of this resource recovery service review, the carbon emissions have been estimated for the kerbside collection service options only as these represent the core emissions from Council’s resource recovery services. This includes the emissions from collection and disposal of the waste to landfill, but not from processing materials at the MRF or through composting organic waste. The assessment does not include other carbon emissions for facilities, for example Ferguson Street Resource Recovery Centre, composting of green waste dropped off at Awapuni or litter services. The figure below shows the estimated carbon emissions from the shortlisted kerbside collection service options.

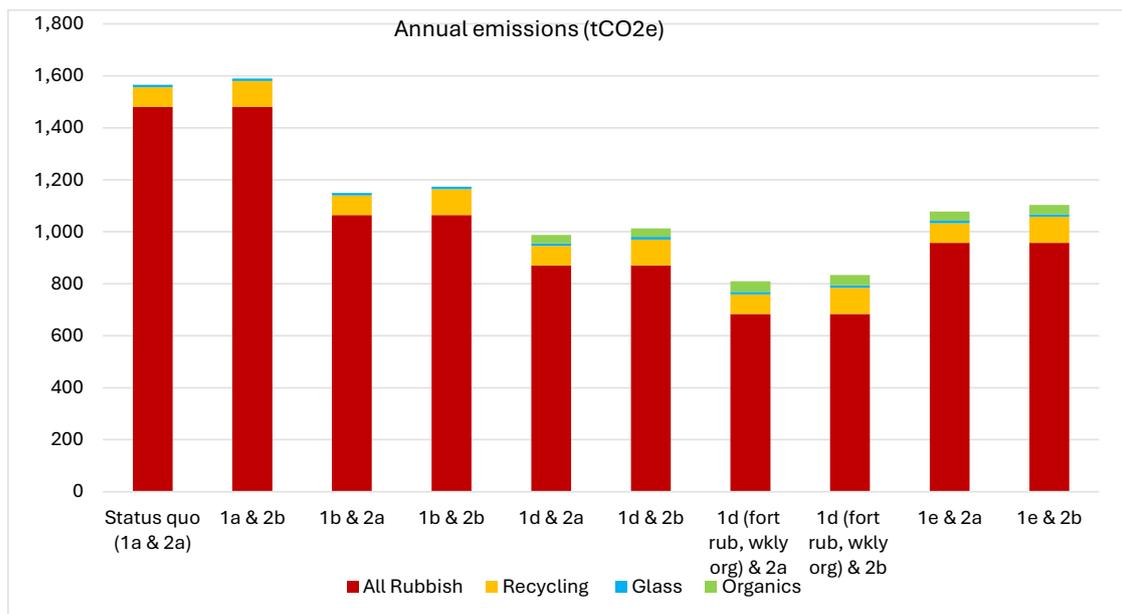


Figure 9 Annual emissions by combination of options

The Status quo Council and private rubbish collection has the highest emissions due to the quantity of refuse disposed to landfill and the associated emissions generated. It should be noted that Bonny Glen landfill is where most, if not all refuse is disposed from Council and private collections. Bonny Glen landfill has an efficient landfill gas capture and destruction system in place. The EPA have approved a unique emission factor (UEF) for the Midwest Disposals Limited facility of 0.091 tCO2e per tonne of waste received. Despite the lower emission factor from landfill disposal, the majority of emissions from refuse are still from landfill disposal, accounting for around 94% of the emissions, the



remainder are from the collection vehicles. The emissions plotted for the status quo in the previous figure are based on the estimated emissions if Council were to collect all of the kerbside refuse generated currently (i.e. if all households used Council kerbside bags using the volume estimates detailed in Appendix G – refer to Table 30).

As a rates funded rubbish collection is added, there will be a decrease in the number of trucks that travel around the collection area, removing duplication of routes and providing a more efficient collection system – both financially and in emissions. Council’s total volume of rubbish collected would increase relative to the status quo, but the rates funded rubbish bins provide consistent levels of service and a control over receptacle volume available. Together, these would result in lower quantities disposed to rubbish bins at the kerbside across all households. This reduction in quantity provides far greater benefits than the collection vehicle efficiencies described previously.

The lowest emissions rates are achieved when kerbside organic collections are introduced. Processing food and garden organics into compost does have an emissions factor associated. However, this is referred to as biogenic carbon emissions and are subject to carbon accounting requirements. These are not reportable alongside fossil fuel emissions from the diesel collection vehicles or emissions from landfill disposal (typically as methane, carbon monoxide and dioxide, and nitrous oxide in the equivalent carbon emission factor).

7.3 Facilities and delivery options

For the purposes of this assessment, options from category 3 (facilities) have been combined with category 4, (delivery) for the shortlisted options to assess the cost of providing regional infrastructure versus for PNCC alone. The following assumptions have been made in the assessment of facility and delivery options:

- If the Awapuni MRF were to accept recyclables from neighbouring councils, it is assumed the MRF would process a total of 10,000 tonnes per annum including 3,000 tonnes from Palmerston North. This assumes 75% of the councils in the Whanganui-Manawatū region use the Awapuni MRF.
- If Awapuni was also used for consolidation and bulk haulage of colour sorted glass, it is assumed 6,000 tonnes per annum is received including 1,500 tonnes from Palmerston North. Again, this assumes 75% of the councils in the Whanganui-Manawatū region use the Awapuni MRF.
- The Awapuni transfer station would be used for the consolidation of Council collected rubbish for option 3c (9,358 tonnes per annum) plus an estimated 5% of other material from the private Matthews Avenue transfer station.
- Conservative estimates have been used to determine the tonnages from neighbouring councils.
- MRF contamination is modelled at 20% of incoming recyclables.
- Capital costs for MRF expansion, aerated static pile composting and a new transfer station are derived from knowledge of recent similar projects across New Zealand.
- Capital expenditure for facility upgrades assumes debt funding, at a 5% interest rate, with both principal and interest paid over 20 years.
- The assessment does not consider impacts to corporate overheads (e.g. people and capability, information technology and health and safety).



- Delivery option 4h where PNCC is contracted by neighbouring councils to provide all waste services on their behalf, which extends in-house unit, has not been modelled financially as there are too many variables to consider for this review. It is estimated that this delivery option is expected to result in a reduction in the total cost to PNCC of delivering their resource recovery services of 10-15%. This option also has a higher degree of risk associated with securing material, which needs to be considered, if pursued further. This option provides benefits to neighbouring councils with regional solutions for their resource recovery services, which are expected to result in slight cost reductions for those councils.

7.3.1 Facility capital costs

The table below shows the capital costs of the shortlisted options.

Table 21 Capital costs of facilities options (excluding renewals)

	3a	3b	3b +4g	3c	3c +4g
	Status quo	Enhanced status quo	Enhanced status quo (regional)	Full suite of facilities	Full suite of facilities (regional)
Capital expenditure	\$0	\$7,600,000	\$8,100,000	\$15,715,833	\$16,215,833
Awapuni Transfer Station (proposed) - debt funding and depreciation	N/A	N/A	N/A	\$2,115,833	\$2,115,833
Ashhurst DROP (proposed)	N/A	N/A	N/A	N/A	N/A
MRF Expansion (proposed)	N/A	\$7,500,000	\$8,000,000	\$7,500,000	\$8,000,000
Composting expansion (proposed) - debt funding and depreciation	N/A			\$6,000,000	\$6,000,000
Ferguson Street recycling centre - upgrade (proposed)	N/A	\$100,000	\$100,000	\$100,000	\$100,000

The status quo option (3a) does not have any capital expenditure proposed, but there are some renewals required if an upgrade is not proposed. The enhanced option (3b) includes capital costs of \$7,600,000 for an upgraded MRF and Ferguson Street site. The enhanced option including the processing of neighbouring Council’s recyclables (3b+4g) includes capital costs of \$8,100,000. The full suite of facilities option (3c) includes capital costs of \$15,715,833 for an upgraded MRF, Ferguson Street site and a new transfer station and composting facility at Awapuni. The full suite of facilities and processing neighbouring Council’s recyclables and organic waste (3c+4g) includes capital costs of \$16,215,833 for an upgraded MRF, Ferguson Street site and a new transfer station and composting facility at Awapuni.

The table below provides the existing and estimated costs of the preferred facilities and delivery options.



Table 22 Facilities and delivery option costs

	3a	3b	3b +4g	3c	3c +4g
	Status quo	Enhanced status quo	Enhanced status quo (regional)	Full suite of facilities	Full suite of facilities (regional)
Facility tonnes (inputs)	19,175	20,677	28,478	35,740	48,841
Ashhurst Transfer station	126	126	126	126	126
Ashhurst DROP (Mixed recycling and glass)	120	120	120	120	120
Awapuni DROP (household)	138	138	138	138	138
Ferguson DROP	1,011	1,112	1,112	1,112	1,112
Awapuni Transfer Station (proposed)	N/A	N/A	N/A	12,108	12,108
MRF - mixed recycling	5,200	5,274	9,174	5,274	9,174
MRF - glass	2,184	3,101	5,701	3,101	5,701
Composting - green waste, food waste and sludge	9,046	9,046	9,046	12,001	17,301
Operating expenditure - Transfer station and recycling centres	\$694,747	\$736,332	\$736,332	\$4,570,866	\$4,570,866
Albert Str Recycling Centre	\$6,480	\$6,480	\$6,480	\$6,480	\$6,480
Ashhurst Transfer station	\$113,722	\$113,722	\$113,722	\$113,722	\$113,722
Awapuni Drop-off	\$3,345	\$3,345	\$3,345	\$3,345	\$3,345
Ferguson Drop-off	\$571,200	\$612,785	\$612,785	\$612,785	\$612,785
Awapuni Transfer Station (proposed) - debt funding and depreciation	N/A	N/A	N/A	\$275,572	\$275,572
Awapuni Transfer Station (proposed) - operating costs	N/A	N/A	N/A	\$3,558,963	\$3,558,963
Operating expenditure - Awapuni MRF	\$2,956,676	\$3,656,816	\$4,157,396	\$3,656,816	\$4,157,396
MRF operations - drop-off recycling	\$874,885	\$874,885	\$874,885	\$874,885	\$874,885
MRF operations - PNCC kerbside recycling	\$956,947	\$980,871	\$980,871	\$980,871	\$980,871
MRF operations - other kerbside recycling	\$824,241	\$824,241	\$1,259,700	\$824,241	\$1,259,700
MRF Depreciation, Amortisation and Impairment			\$275,898	Included in MRF Expansion below	
Mixed colour glass stockpile			\$24,705	Increase commercial volumes	
MRF Expansion (proposed) - debt funding and depreciation	N/A	\$976,819	\$1,041,941	\$976,819	\$1,041,941
Operating expenditure - Awapuni organics processing facility	\$1,260,195	\$1,260,195	\$1,260,195	\$1,681,554	\$1,906,041
Composting operations	\$1,260,195	\$1,260,195	\$1,260,195	\$900,099	\$1,124,586
Composting expansion (proposed) - debt funding and depreciation	N/A	N/A	N/A	\$781,456	\$781,456
Operating expenditure - Other	\$939,354	\$939,354	\$939,354	\$939,354	\$939,354
Closed landfill management	\$823,603	\$823,603	\$823,603	\$823,603	\$823,603
Sludge processing	\$94,570	\$94,570	\$94,570	\$94,570	\$94,570
Tyre recycling	\$15,305	\$15,305	\$15,305	\$15,305	\$15,305
Other	\$5,876	\$5,876	\$5,876	\$5,876	\$5,876
Total facility operating expenditure	\$5,850,972	\$6,592,697	\$7,093,277	\$10,848,591	\$11,573,658
Operating revenue - Transfer station and recycling centres	-\$123,563	-\$123,563	-\$123,563	-\$3,389,846	-\$3,389,846



	3a	3b	3b +4g	3c	3c +4g
	Status quo	Enhanced status quo	Enhanced status quo (regional)	Full suite of facilities	Full suite of facilities (regional)
Albert Str Recycling Centre	\$0	\$0	\$0	\$0	\$0
Ashhurst Transfer station	-\$42,262	-\$42,262	-\$42,262	-\$42,262	-\$42,262
Awapuni Drop-off	\$0	\$0	\$0	\$0	\$0
Ferguson Drop-off	-\$81,301	-\$81,301	-\$81,301	-\$81,301	-\$81,301
Awapuni Transfer station (proposed) - PNCC kerbside rubbish	N/A	N/A	N/A	-\$2,209,327	-\$2,209,327
Awapuni Transfer Station (proposed)	N/A	N/A	N/A	-\$1,056,957	-\$1,056,957
Operating revenue - Awapuni MRF	-\$3,099,423	-\$3,169,307	-\$4,953,033	-\$3,169,307	-\$4,953,033
MRF rental	-\$269,153	-\$269,153	-\$269,153	-\$269,153	-\$269,153
Gate revenue - PNCC kerbside recycling and glass	-\$1,416,377	-\$1,405,324	-\$1,405,324	-\$1,405,324	-\$1,405,324
Sale of recycled materials - PNCC kerbside recycling and glass	-\$399,318	-\$480,256	-\$480,256	-\$480,256	-\$480,256
Gate revenue - other recycling and glass	-\$906,142	-\$906,142	-\$1,746,609	-\$906,142	-\$1,746,609
Sale of other recycled materials	-\$108,432	-\$118,422	-\$1,051,691	-\$118,422	-\$1,051,691
Operating revenue - Awapuni organics processing facility	-\$547,413	-\$547,413	-\$726,168	-\$547,413	-\$1,046,972
Fees and sale of compost	-\$547,413	-\$547,413	-\$726,168	-\$547,413	-\$1,046,972
Operating revenue - Other	-\$10,429	-\$10,429	-\$10,429	-\$10,429	-\$10,429
Tyre recycling	-\$3,136	-\$3,136	-\$3,136	-\$3,136	-\$3,136
Other	-\$7,293	-\$7,293	-\$7,293	-\$7,293	-\$7,293
Total operating revenue	-\$3,780,827	-\$3,850,712	-\$5,813,193	-\$7,116,995	-\$9,400,280
Rates required to balance deficit/(surplus)	-\$2,070,145	-\$2,741,985	-\$1,280,084	-\$3,731,595	-\$2,173,377
Transfer station and recycling centres	-\$571,185	-\$612,769	-\$612,769	-\$1,181,020	-\$1,181,020
Awapuni MRF	\$142,747	-\$487,509	\$795,637	-\$487,509	\$795,637
Awapuni organics processing facility	-\$712,783	-\$712,783	-\$534,027	-\$1,134,142	-\$859,069
Other	-\$928,924	-\$928,924	-\$928,924	-\$928,924	-\$928,924

7.3.2 Facility tonnages

The quantity of materials for the status quo facilities (3a) is 19,175. This increases to 20,677 with the enhanced recycling service and upgraded MRF (3b), which sees an increase in both recycling and glass. Tonnages increase further to 28,478 when additional recycling material is added to the MRF from neighbouring Councils (3b+4g). There is a further increase to 35,740 for the full suite of facilities (3c), which sees an increase in organic waste being composted as a result of the introduction of a kerbside organic collection service and an estimated 12,108 tonnes of waste through a new Awapuni transfer station. Tonnages increase further to 48,841 when organic material is added from neighbouring councils (3c+4g). These tonnages are most sensitive to the take up of services offered to neighbouring councils.

7.3.3 Facility operating costs

The total annual cost of delivering the status quo facilities (3a) is \$5,850,972. Total annual costs increase to \$6,592,697 with the enhanced recycling service and upgraded MRF (3b), due to additional operating costs and debt funding from an expanded MRF. Total annual costs increase further to \$7,093,277 with the introduction of additional tonnage to process recycling from neighbouring



councils (3b+4g). Total annual costs increase to \$10,848,591 with the addition of an expanded composting operation utilising aerated static pile technology (3c). Total annual costs increase further to \$11,573,658 when organic material is added from neighbouring council (3c+4g).

Disposal costs per tonne

The Council has an agreed disposal rate with Midwest Disposals for rubbish at the Matthews Avenue transfer station, which is considered to be very competitive considering the refuse is consolidated and transported to Bonny Glen Landfill.

As the waste levy, emissions trading scheme costs and compliance costs at landfills continue to increase the landfill disposal cost will also increase making processing costs for recycling and organics more affordable.

Processing costs per tonne

The net processing cost for recycling at the Awapuni MRF is currently \$203 per tonne, which is about the average cost across other Council MRFs operating in New Zealand, which are \$100-\$380 per tonne. The contamination rate at the MRF in the previous financial year was 24% which is in the range of the majority of MRFs in New Zealand. An out-sourced option for recycling is not likely to be significantly different to what the Awapuni MRF is currently achieving, with an increase in volume from processing neighbouring council volumes likely to help achieve greater economies of scale and corresponding lower processing cost per tonne.

Glass processing

The existing cost for processing glass (storage and loading) is approximately \$10 per tonne. No change is expected for glass processing beyond the status quo.

Organic waste processing

Organics processing is rapidly evolving across the country with an increase in organics diversion through the introduction of council-provided kerbside collections. The current processing of green waste drop-off at PNCC facilities has a net cost of \$96 per tonne and commercial food organics processing has a net cost of \$105 per tonne. If PNCC introduces a kerbside organic service, it will need to investigate options for in-house processing in more detail and compare this against out-sourced processing options that are available.

The only existing out-sourced processing option available is the Ecogas anaerobic digestion facility in Reporoa, which is 281km from Palmerston North. At present, the facility processes food scraps from kerbside collections in the central North Island. Investigations are ongoing into the possibility of processing food and garden organics at this facility and if successful, this may present an alternative to the PNCC in-house processing option. It is estimated that the gate fee would be approximately \$100 per tonne plus transport costs of approximately \$35 per tonne. The Councils in the Wellington region are in the process of procuring a solution for the processing of organic waste collected in the region, but this project is currently on hold, and it is unlikely that a solution will be in place within the next five years.

Analysis of delivery option costs

The difference in delivery options, either continued in-house service delivery or outsourcing some or all of the services is unlikely to have a substantial impact on council's direct costs. The internal service charge (and direct staff costs would scale directly between the two delivery approaches.

The actual cost per tonne of the current composting operation (in-house) was approximately 35% higher than the comparable council (out-sourced) cost per tonne and the modelled (outsourced) cost



per tonne and the actual cost per tonne of operating the MRF (in-house) was about 23% lower than the comparable council (outsourced) cost per tonne and the model. When added together the total actual costs for the composting operation and MRF operation are nearly the same as the modelled and comparable costs added together.

The table below shows the comparison of costs.

Table 23 Comparison of composting and MRF costs per tonne

Service	Composting per tonne	MRF cost per tonne
Actual	\$153	\$203
Model	\$100	\$250
Comparable council	\$100	\$250
Difference (range)	35%	-23%

Overall, there was very little difference in the cost of in-house delivery and out-sourced delivery of facility operations, and therefore these options cannot be distinguished on a financial basis.

Council takes on the full risk of managing health and safety and resource consent compliance for its services and facilities. It also carries all of the financial risk, including the costs of the service and the revenue from users and finding markets for composting products and recycling commodities, which increase as additional product is added from neighbouring councils.

7.3.4 Facility operating revenue

The total annual revenue from the status quo facilities (3a) is \$3,780,827. Total annual revenue increases to \$3,850,712 with the enhanced recycling service and upgraded MRF (3b), due to additional revenue from an increase in recyclable material from an expanded MRF. Total annual revenue increases further to \$5,813,193 with the additional revenue from tonnage processed from neighbouring councils (3b+4g). Total annual revenue increases to \$7,116,995 with the addition of an expanded composting operation and greater revenue from gate fees and the sale of compost (3c). Total annual revenue increases further to \$9,456,755 from gate fees and the sale of compost when organic material is added from neighbouring council (3c+4g). With each option including status quo there is a shortfall in revenue required to cover operating costs, which is covered through rates. It is possible to decrease this rates requirement through increases in the gate fee and the price for the sale of compost, but there is some risk that customers will find alternatives and this revenue does not eventuate.

Material Recovery Facility tonnage and revenue

PNCC are considering options for the scope of renewals and upgrades to the Awapuni MRF. There is an opportunity for PNCC to expand their MRF facility to process recycling and glass from neighbouring Councils. Currently around 1,800 tonnes of recycling and glass from Horowhenua District Council is received and processed at the Awapuni MRF.

Urban residential kerbside recycling volumes expected from neighbouring councils is estimated at between 4,400 and 8,000 tonnes per year and is shown in the table below.



Table 24 Urban recycling volumes from neighbouring councils

District	Quantity – upper limit (tonnes)	Estimated upper limit revenue @ \$323 per tonne
Whanganui District Council	2,800	\$904,000
Horowhenua District Council	2,000	\$646,000
Manawatū District Council	1,800	\$581,400
Rangitikei District Council	600	\$193,800
Ruapehu District Council	600	\$193,800
Tararua District Council	300	\$96,900
Total	8,100	\$2,615,900

This more than doubling in volume could allow for future potential MRF upgrades to utilise more automated equipment and achieve higher economies of scale. Additional material could also be sourced from further away such as Hawkes Bay and central North Island. The smallest automated sort line typically operates at 5 tonnes per hour, corresponding to between 8,000 and 10,500 tonnes per annum, assuming operating the facility either four or five days per week. Sorting equipment for a facility of this size would require a building approximately 2,400m² in size, plus land for truck movements, storage, parking and loading of approximately end products, which would require capital funding in the region of \$7,500,000 to \$8,500,000.

Mixed colour glass from neighbouring councils may not provide the same processing efficiencies, but consolidation and transportation efficiencies may provide some benefits. PNCC's current kerbside glass quantities are about 2,000 tonnes per year, with urban kerbside collections of colour-sorted glass from neighbouring councils estimated to add a further 3,400 to 5,200 tonnes per year. The Glass Packaging Forum recommends that glass hubs are strategically placed around the region for the storage of colour-sorted glass prior to transportation to Visy in Auckland for processing back into glass bottles and jars.

Organics processing

The Awapuni site is currently able to compost 9,000-11,000 tonnes of organic waste, mainly green waste with some commercial food waste and some wastewater sludge. If a FOGO collection is introduced, it is expected to include green waste that is currently being dropped off at the transfer station or Awapuni site. A FOGO collection is expected to collect 3,800 tonnes and would increase the overall organics volumes at the Awapuni composting facility by 15-25%, or 11,000-12,000 tonnes. This increase in volume would either require a change in technology, or parallel processing streams. It is possible for the Awapuni composting facility to accommodate this additional quantity at the current operating costs of \$79 per tonne plus any additional site management requirements to continue to manage odour and pests.

It is assumed that the site cannot take additional food waste quantities using the current windrow composting methods and therefore other technology methods should be considered, such as aerated static pile composting, in-vessel composting or dry anaerobic digestion, could be employed to process the additional quantities, or replace the current windrow composting. For a volume of 12,000 tonnes per annum, a new aerated static pile composting operation would require \$400-\$600 per tonne capital investment and operate at around \$50 per tonne, with a resultant gate fee in the range of \$95-\$115 per tonne expected.

In-vessel composting has a higher capital investment requirement, of \$700-\$900 per tonne and



operate at around \$100 per tonne, with a resultant gate fee of \$175-\$190 per tonne expected. Dry anaerobic digestion may also be possible, with a capital investment requirement of \$1,500-\$2,000 per tonne this option is unlikely to be appropriate with a gate fee of more than \$250 per tonne likely at this scale.

7.4 Comparison of costs for delivery options

In-house delivery is relatively cost-effective and efficient and provides Council greater control of services and refinements to this over time. Financial analysis for this assessment has shown that in-house delivery is expected to be comparable to outsourced delivery from a cost perspective, and is therefore not a driver when considering whether to remain with this option. In-house delivery has both greater control and greater risk for Council. Council takes on the full risk of managing health and safety and resource consent compliance for its services and facilities. It also carries all of the financial risk, but the costs of the service and the revenue from users and finding markets for composting products and recycling commodities.

7.5 Conclusion from financial assessment

Based on the findings from the financial assessment of shortlisted options the preferred options combined are shown in the table below.

Table 25 Preferred options combined

	Enhanced recycling collection	Rubbish and organic waste collection	Upgraded MRF	Facilities upgrade	Total preferred options	Total status quo
Total waste diversion for Palmerston North	6%	27%	Included in collection	Included in collection	58%	23%
Total capital cost	\$580k	\$6.4m	\$7.5m	\$8.4m	\$22.3m	On-going renewals
Total annual operating cost	\$3.4m	\$6m	\$4.1m	\$11m	\$25m	\$9.7m
Total external annual revenue	\$480k	N/A	\$3m	\$3.4m	\$6.9m	\$4.2m
Total annual cost per household	\$107	\$186	Included in collection	Covered by gate fees	\$293	\$482

The overall recommended resource recovery services for Palmerston North are:

- **Kerbside collections** - The preferred option is:
 - Fully rates funded service
 - Rubbish fortnightly collection standard 120L bin (option of 80L and 240L)
 - Recycling fortnightly collection standard 240L bin (expanded to commercial 660L bin)
 - Glass fortnightly collection standard 45L crate (no change)
 - New organics FOGO weekly collection standard 80L bin

This option is expected to cost a total of \$9,434,651 per annum or \$293 per household, with a diversion rate of 58%, and lower emissions than other options.



- **Facilities** - The preferred option is
 - Expanding Ferguson Street recycling centre to include a soft plastics drop-off
 - Expanded Awapuni MRF with capacity to process recyclables from neighbouring councils and a soft plastics baling area
 - Upgrading the composting facility at Awapuni to enable FOGO material to be processed, using either in-vessel or aerated static pile technology
 - Further investigate the option of establishing a waste transfer station for residents and small commercial operators at Awapuni to provide a “one stop shop” for customers.

This option supports investment in regional infrastructure and the preferred solution for kerbside collections.

- **Service delivery** – The preferred option is to continue with the in-house delivery model which is working well. Ensuring that waste facilities are designed as regional facilities with capacity to process recycling and organics from neighbouring councils.

This option coupled with the recommended facilities option is expected to cost a total of \$11,634,318 per annum with expected operating revenue of \$9,456,755 per annum. The expected shortfall of \$2,177,563 can be funded through rates in the same way as the current shortfall of \$2,070,145 or by using future waste levy funds to offset this shortfall.



8 Overall findings and recommended way forward

The results of the options assessment show that moving away from the current rubbish bag collection service and introducing an organics collection provides the following benefits:

- In-house service delivery is cost-effective and efficient and provides Council greater control of services and refinements to these over time
- Enhanced recycling service achieves greater diversion at minimal additional cost to Council and households.
- Rate funded kerbside rubbish and organic waste collection would provide the greatest opportunity to divert waste from landfill and is more cost effective for the majority of households, acknowledging that existing low waste producing households will pay slightly more. The kerbside diversion rate is expected to increase from 23% currently to around 58%. The annual household cost is expected to reduce from \$482 (medium waste producing household) to \$293 per household .
- Expanding the MRF with more automated equipment has the ability to process material from neighbouring Councils, reducing contamination levels, processing losses and improving the quality of material for sale to end markets.
- Increasing the composting operations at Awapuni allows food and garden organics collected from kerbside services to be processed locally.

Upgrades to Ferguson Street and Awapuni complement these changes proposed to kerbside services, but require further investigation to ensure they balance service delivery with prudent risk management. For facilities, the results show that there are benefits in expanding the MRF with more automated equipment, which has the ability to process material from neighbouring Councils. Some additional benefits include reducing contamination levels, processing losses and improving the quality of material for sale to end markets.

Increasing the composting operations at Awapuni to process additional food and garden organics brings challenges in terms of location of a facility particularly if material from neighbouring Councils is included. Adding services and facilities comes with added cost and there needs to be a balance established, to ensure that the risk of changes in materials does not solely lie with Council. This could be explored through increased discussions with neighbouring Councils and potentially the private sector.

In-house delivery is relatively cost-effective and efficient and provides Council greater control of services and refinements to these over time. However, the following risks have been identified:

- With in-house service delivery, Council carries all of the risks, including health and safety, resource consent compliance and financial risk.
- Rate funded rubbish and organic waste collection will increase rates, but reduce overall household costs.
- An expanded composting operation at Awapuni to include material from neighbouring councils will require additional fixed costs, which will need to be recovered from gate fees. If quantities of organic material from neighbouring councils reduce, then there is a risk that fixed costs may not be recovered. To ensure that the risk of changes in materials does not solely lie with Council, agreements could be explored through further discussions with neighbouring councils and potentially the private sector.



To progress the recommended options, the following next steps are recommended:

- Seek endorsement for the recommended options from Council, stakeholders and consult with the community on the preferred collection options including a rates funded rubbish collection service.
- Continue discussions with neighbouring councils to secure tonnage for an upgraded regional MRF. This should result in a number of signed supply agreements.
- Investigate options, including regional collaboration, for a suitable facility to process material from a future kerbside organics collection service.
- Complete a detailed business case for a transfer station at Awapuni.



Appendix A PNCC strategic documents

Waste assessment 2023

Section 51 of the Waste Minimisation Act 2008 requires a waste assessment to be prepared in advance of a review of the council’s Waste Management and Minimisation Plan. The recent waste assessment prepared for Council was approved in November 2023 and contains waste flows, waste management options and waste reduction and diversion opportunities for the city. Analysis of the Matthews Avenue RTS weighbridge records during May and June 2022 gives an average residual waste flow to Bonny Glen landfill of 894 tonnes per week or total seasonally adjusted waste to landfill of 54,870 tonnes per annum³. The potential waste reduction and diversion opportunities for the City include the introduction of a household kerbside food scraps collection, which is likely to capture 40%-60% of the food scraps in the household rubbish waste stream, changes to the kerbside rubbish collection offering from Council to be either rates funded service or from wheeled bins³.

Waste Management and Minimisation Plan 2024

Councils have a statutory requirement under the Waste Minimisation Act 2008 to promote effective and efficient waste management and minimisation. Council adopted its Waste Management and Minimisation Plan in June 2024, which sets out objectives and actions to achieve the targets contained in the plan. The plan aims to increase the percentage of household kerbside waste diverted from landfill over the next six years as follows:

- 30 per cent by July 2026
- 40 per cent by July 2028
- 50 per cent by July 2030

To achieve these targets the plan includes the following six objectives:

Table 26 Waste Management and Minimisation Plan 2024 objectives

Objectives	What will this mean?
1 Promote waste reduction	People have easy access to clear information about how to reduce waste and the impact of change.
2 Provide support to for-purpose organisations and local communities to recover, reuse, re-purpose or regenerate products	Community groups have access to funding to develop and implement initiatives that divert waste from landfill.
3 Divert waste from landfill	We have high-quality information about waste, and we implement the most effective waste diversion initiatives.
4 Provide waste collection services, including kerbside collection, the Ashhurst transfer station, and public space rubbish bins	There is a weekly kerbside waste collection service for all households in the urban area. There are public space rubbish bins throughout the city.
5 Provide recycling collection services, including kerbside recycling, drop-off centres, and public space recycling bins	There is a weekly kerbside recycling collection service for all households in the urban area, alternating between general recycling (wheelie bins) and glass (crates). There are public space recycling bins throughout the city and recycling drop-off centres in Ashhurst, Awapuni and Terrace End.

³ Palmerston North City Council Waste Assessment 2023



Objectives	What will this mean?
6 Monitor and manage the closed landfills	The closed landfills are compliant with regulatory requirements. The adverse environmental effects of the two closed landfills are well-understood and effectively managed.

Each objective has a number of existing and new actions which will be implemented over the next six years. The plan states that the Council will use a range of options to fund the actions including: rates funding, user charges, waste levy funding, waste minimisation fund, revenue from the sale recoverable materials and private sector funding. Grants will also be made available to any person, organisation or group for the purposes of promoting or achieving waste management and minimisation, as long as this is authorised by the WMMP⁴.

Waste Bylaw 2016 and administration manual (2025)

The Council has a Waste Management and Minimisation Bylaw, which came into force in October 2016 and was updated in November 2017. The purpose of the bylaw is to:

- Protect, promote and maintain public health and safety, by regulating the collection and disposal of Waste and Diverted Material.
- Promote effective, efficient and safe collection, transportation, management, storage and disposal of Waste and Diverted Material.
- Regulate and monitor Waste and Diverted Material Operators within the City through a licensing process, to support Council's Waste Minimisation Plan.⁵

The Waste Management and Minimisation Bylaw and Administration Manual supports the Bylaw. It does this by regulating how council provides waste and recycling collections, including kerbside collections, drop-off points like the Ferguson Street Recycling Centre, and the public litter and recycling bins. It also includes rules for other waste collectors, and rules for minimising waste at events. The manual is in the process of being revised and the following changes are being proposed:

- Changes to the provisions for licensing commercial waste collectors, which is planned for introduction in 2026/27. Changes include conditions about the type and size of container that a commercial waste collector may use, and the days/times they may be licensed to operate.
- Including a new requirement for waste management and minimisation plans for construction and demolition waste. This would require building work that requires consent over a specified value to submit a site waste management and minimisation plan alongside their building consent application.
- Strengthening the requirements for events waste management to use only recyclable or reusable packaging or serve ware wherever possible and not use non-recyclable materials.⁶

⁴ Palmerston North Waste Management and Minimisation Plan 2024 – Te Mahere Whakahaere Para Whikiti Para 2024

⁵ Palmerston North Waste Management and Minimisation Bylaw 2016 (incorporating amendments as at 6 November 2017)

⁶ Palmerston North Draft Waste Management and Minimisation Bylaw and Administration Manual 2025



Oranga Papaioea City Strategy 2024-34 and Long-term Plan 2024-34

Oranga Papaioea City Strategy is the strategic foundation of the 2024-34 Long-Term Plan. The vision for the city is **He iti rā, he iti pounamu - Small city benefits, big city ambition**. Four goals sit beneath the vision⁷:

- **Goal 1:** An innovative and growing city
- **Goal 2:** A creative and exciting city
- **Goal 3:** A connected and safe community
- **Goal 4:** A sustainable and resilient city

There is a commitment in the strategy to work in partnership with Rangitāne o Manawatū on projects of agreed priority.

The strategy acknowledges that the quantity of waste sent to landfill from Palmerston North continues to increase and that organic material makes up a quarter of this waste, which is contrary to the environmental wellbeing goals.

The strategy also states that one of the outcomes from achieving goal 4 'a sustainable and resilient city' is a circular economy with more resource recovery and less waste. This is achieved through Mahere taumanu para – Resource recovery plan and the Mahere āhuarangi hurihuri, toitūtanga – Climate change and sustainability plan.

The Long-term plan 2024-34 recognised that if Council does not undertake a full replacement programme of the MRF assets there is a risk that levels of services might not always be met. Capital investment of \$5.5M has been approved for the MRF refurbishment in years 1-3 of the plan.

The long-term plan 2024-34 also provides funding for the introduction of a food scrap waste collection service in 2027, with capital investment throughout the ten year period.

Mahere taumanu para – Resource recovery plan

The resource recovery plan includes a number of actions, which are all relevant to this review:

- **Promote waste reduction.** People have easy access to clear information about how to reduce waste and the impact of change.
- **Provide support to for-purpose organisations and local communities to recover, reuse or regenerate products.** This means that community groups have access to funding to develop and implement initiatives that divert waste from landfill.
- **Divert waste from landfill.** This means that Council has high-quality information about waste, and it implements the most effective waste diversion initiatives.
- **Provide recycling collection services, including kerbside recycling, drop-off centres and public space recycling bins.** This means that there is a weekly kerbside recycling collection service for all households in the urban area, alternating between general recycling (wheelie bins) and glass (crates). There are public space recycling bins throughout the city and recycling drop-off centres in Ashhurst, Awapuni, and Terrace End.
- **Monitor and manage the closed landfills.** This means that the closed landfills are compliant with regulatory requirements. The adverse environmental effects of the two closed landfills are well-understood and effectively managed.

⁷ Palmerston North Oranga Papaioea City Strategy 2024-34



- **Provide waste collection services, including kerbside collection, the Ashhurst transfer station, and public space rubbish bins.** There is a weekly kerbside waste collection service for all households in the urban area. There are public space rubbish bins throughout the city.⁸

Mahere āhuarangi hurihuri, toitūtanga – Climate change and sustainability plan

The climate change and sustainability plan includes a number of actions, which are relevant to this review:

- **Reduce the production of greenhouse gases from Council activities (e.g. use of diesel, electricity and natural gas).** This means that there is sound information about the greenhouse gas emissions from Council activities. This information is used to make decisions about where to act first.
- **Encourage and promote sustainable best-practices in Council activities and the wider community.** Council shares sustainability expertise and experience with local and regional partners. Council activities support the climate goals of Rangitāne o Manawatū. Community groups delivering climate mitigation or adaptation projects are supported and celebrated.⁹

Resource recovery services asset management plan

The resource recovery services asset management plan acknowledges a number of challenges and risks:

- Our community can do better in sorting its waste.
 - A significant proportion of waste going to landfill is organic waste.
 - There is a lack of facilities to divert construction and demolition waste.
 - More recyclables could be diverted from commercial properties.
 - Community engagement, understanding and awareness of waste issues could be improved.
- Government changes will impact kerbside collections – standardisation of recycling and introduction of food scraps collections (now reversed by the current government).
- Rubbish disposal will cost more in the future. The waste disposal levy will continue to increase.
- The consents for the Awapuni closed landfill expire in 2029 and will need to be re-consented.

To meet these challenges the plan is to provide more services to divert waste from landfill such as introducing a food waste collection, provide recycling services to non-residential properties, investigate the establishment of a construction and demolition waste processing services, investigate establishing a new drop-off site for recycling and green in the northeast of the city, whilst maintaining existing levels of service.

⁸ Mahere taumanu para – Resource recovery plan

⁹ Mahere āhuarangi hurihuri, toitūtanga – Climate change and sustainability plan



Draft Food security and resilience policy

The council is in the process of approving a new food security and resilience policy with the following proposed objective:

‘We want to be a city where every resident has access to nutritious and affordable food, and where the community is resilient in the face of food-related challenges. We also want to be part of building a sustainable and inclusive food system that enhances the wellbeing of all residents. The purpose of this policy is to inform and guide Council’s actions in support of food security and resilience in our community’.

The Sustainability Committee recommended, at its meeting on 19th February 2025, that Council approve the Food Security and Resilience Policy. It is intended that any proposal to introduce food waste collections, considers the Food Security and Resilience Policy once approved.

Community gardens guidelines

At present there are several community gardens located within the Palmerston North city. Some of these are on council land and some are on private land. The Council has developed community gardens guidelines, which provides an approval process for the establishment of community gardens on council land within the city. Once approval is provided a permit is granted to a community garden group, which allows the community garden to be established.

Once established a community garden group can allow the composting of green waste material at the community garden. Council will need to consider the existing and proposed community gardens in the city during the planning phase of any kerbside food waste collection service and organic waste processing facility.



Appendix B Current collection services

The table below shows the current collection services provided to the community:

Table 27 Current council provided collection services

Collection Service	Receptacle	Frequency	Cost	Additional information
Kerbside rubbish collection	40 litre bags 60 litre bags	Weekly	40 litre bags = \$2.80 (max) 60 litre bags = \$3.80 (max)	Operates every weekday except Good Friday and Christmas Day. Max weight for each bag is 10kg. Waste is dropped off at the EnviroNZ transfer station prior to disposal at Bonny Glen landfill.
Kerbside recycling collection	240 litre wheelie bins	Fortnightly	\$144 per annum for recycling and glass collection (per eligible household)	Standardised recycling materials sorted at the Awapuni MRF. Option to reduce wheelie bin size to an 80-litre.
Kerbside glass collection	45 litre crates	Fortnightly		Colour sorted at the kerbside and stored in bunkers at the Awapuni MRF prior to transport and processing at Visy in Auckland.
Commercial mixed recycling	80 litre and 240 litre wheelie bins	Tuesday, Thursday or Friday	\$8 per bin, per scheduled visit	Standardised recycling materials sorted at the Awapuni MRF. Choose one day or two.
Commercial glass recycling	45 litre crate, 80 litre or 240 litre wheelie bins	On call within operating hours	45 litre crates = \$10 80 litre wheelie bins = \$15 240 litre wheelie bins = \$20	One colour per receptacle stored in bunkers at the Awapuni MRF prior to transport and processing at Visy in Auckland.
Commercial food waste and compostable item collection	80 litre or 240 litre wheelie bins	Operates daily	\$8 per scheduled visit	Food scraps, including meat bones and coffee grounds, paper towels, certified compostable packaging.



In addition to Council provided collection services, the following private collectors operate in Palmerston North, and they provide a range of collection services with varying frequencies and receptacle options:

- EnviroNZ Ltd
- JJ Richards and sons Ltd (do not currently offer a residential kerbside collection service)
- Low Cost Bins Ltd
- Lucy's Bins Ltd
- Smart Environmental Ltd (do not currently offer a residential kerbside collection service)
- Waste Management NZ Ltd



Appendix C Current facilities, processing and disposal services

There are four rubbish and recycling facilities available to the community in Palmerston North. These are shown in the table below:

Table 28 Rubbish and recycling facilities

Facility	Opening hours	Materials	Cost	Additional information
Ferguson Street recycling centre	Monday to Friday 7.30am to 4.30pm Saturday 8am to 4.30pm Sunday and public holidays 10am to 3pm	Standardised recycling materials, e-waste, batteries, Tetra Pak, oil, household polystyrene, children's car seats	Recycling and batteries = free Car seats = \$5 E-waste = free to \$50	Bags of compost can be purchased for \$7 per bag.
Awapuni resource recovery park including MRF and composting facility	Monday to Saturday 7.30am to 4.30pm Sunday and public holidays 12pm to 4pm	Standardised recycling materials, green waste, tyres, untreated wood	Green waste = \$7+ Compost and mulch = \$5+	General waste is not accepted. The MRF accepts some commercial quantities of recyclables by prior arrangement.
Ashhurst transfer station (Mulgrave Street)	Tuesday 1pm to 3pm Saturday 10am to 4pm	General waste, standardised recycling materials and green waste	Recycling = free Green waste = \$5+ General waste = \$5+	Recycling is delivered to the Awapuni MRF. Greenwaste is delivered to the Awapuni composting operation. General waste is transported to the EnviroNZ transfer station prior to disposal to Bonny Glen landfill.
EnviroNZ transfer station (Matthews Ave)	Monday to Friday 7am to 5pm Saturday 9am to 4.30pm Sunday 9am to 4.30pm	General waste and green waste	Green waste per tonne = \$181 60 litre rubbish bags = \$7 (free for PNCC bag) General waste per tonne = \$442	Expanded polystyrene \$5,986.50 per tonne Whiteware = \$57 Cleanfill per tonne = \$128

The nearest operating disposal facility is the Bonny Glen landfill in Marton, which is approximately 50km from Palmerston North. The council has an agreement with EnviroNZ and Midwest Disposals to take waste collected from their pre-paid bag collection service and to the EnviroNZ transfer station on Matthews Avenue and this waste is then transported by EnviroNZ to the Bonny Glen landfill for disposal.



Appendix D Who we engaged with and how

Interviews were arranged with key stakeholders and led by Stefan Borowy from Morrison Low Advisory Ltd. Interviews took place in person where possible and online (via MS Teams) over a period of four weeks with pre-prepared questions.

The following stakeholders were identified for the comprehensive resource recovery services review:

Table 29 Key stakeholders

Stakeholder	Area of interest
PNCC Elected Member	Chair and deputy chair of Sustainability Committee
Rangitāne o Manawatū	Iwi Partner
PNCC	Principal Māori Advisor
PNCC	Parks Operations Manager
PNCC	Manager – Three Waters
PNCC	Asset Management Team Leader
PNCC	Community Development Advisor
PNCC	Community gardens guidelines
PNCC	Food Security and Resilience Policy
Horowhenua District Council	Waste management officer/team at neighbouring council
Manawatū District Council	Waste management officer/team at neighbouring council
Rangitikei District Council	Waste management officer/team at neighbouring council
Ruapehu District Council	Waste management officer/team at neighbouring council
Tararua District Council	Waste management officer/team at neighbouring council
Whanganui District Council	Waste management officer/team at neighbouring council
EnviroNZ	Private waste collector
JJ Richards	Private waste collector
Low Cost Bins	Private waste collector
Lucy's Bins	Private waste collector
Smart Environmental	Private waste collector
Waste Management	Private waste collector
Midwest Disposal	Waste disposal and landfill operator
Central Demolition/Central Environmental	Recycler – C&D waste
OJI Fibre Solutions	Recycler - Fibre
Hawk Packaging	Recycler - Fibre
Phoenix Metal Man	Recycler - Batteries
3R – Tyrewise	Recycler - Tyrewise
3R - Glass Packaging Forum	Product Stewardship Scheme - Glass
5R	Recycler - Flat Glass
Soft Plastics	Product Stewardship Scheme - Soft Plastics
Future Post	Recycler - Soft Plastics/Plastics
Kopare	Kopare Proposal - Soft Plastics



Stakeholder	Area of interest
Aotearoa NZ Made Plastics	Recycler - Plastics (HDPE, PP)
MacAulay's Metal	Recycler - Metals
Visy Glass	Recycler - Glass
Flight Plastics (PACT Group)	Recycler - PET Clear
E Cycle	Recycler - E-Waste/Polystyrene
Pre Cycle	Recycler – Events, SWAP audits, food scraps
Environment Network Manawātū	Environmental community group
Just Zilch	Food rescue community group



Appendix E Stakeholder Engagement Common themes

Is the current delivery model working for the Council and community?

There was a mix of responses to the current delivery model. Some stakeholders believe the model works well, especially for ratepayers. The services provided by the Council's in-house team are considered to be reliable, community-oriented, providing a good quality service and there is good control over operations. There are some areas for improvement, including no focus on handling industrial and institutional waste, there are too many trucks collecting rubbish, there is a high recycling contamination rate and high costs for disposal to landfill.

Some weaknesses were identified by stakeholders such as the MRF being under capacity, inefficient and PNCC may not be receiving the best price for commodities. There are often overflowing litter bins and a lack of flexibility with the services.

Stakeholders suggested several areas for improvement, including talking with neighbouring councils, sizing the MRF appropriately and seeking technical advice about the latest MRF technology to increase waste minimisation.

Is the current delivery model working for your organisation?

The majority of stakeholders find that the current delivery model works well for their organisation, although this varies by organisation. Some private operators believe that the current model attracts good competition, particularly for rubbish collection, which keeps prices low for households. Others believe that it would be better for the private sector to be given the opportunity to tender for the resource recovery services and that this approach would result in a better value service to the community. The recyclers support the current model because they can deal with the council on all aspects of the services, without having to rely on an intermediary. Other councils in the region are keen to collaborate with Council and they believe the current model will allow for greater opportunities in the future. Staff at the Council believe it is a good model, except for litter bin emptying, which could be improved if delivered by another team.

Generally, there are positive comments from external providers in relation to interactions with the PNCC delivery team. Although some weaknesses have been identified, which include inconsistent data, high staff turnover at times when the labour market is strong, and lack of capacity for certain materials. The delivery model does not include a council owned or operated waste transfer station in Palmerston North, which means that the private EnviroNZ transfer station gets crowded and some stakeholders believe the charges are high.

Suggestions for improvement include designing and constructing the new MRF for a greater variety (include soft plastics) and quantity of materials to be processed from the region. There would also be benefit in improved community education to reduce contamination.

What isn't working well and how can it be improved?

There are a number of issues, which the stakeholders identified including mixed coloured glass and cardboard not being offered to commercial collectors at the MRF, no soft plastics drop-off in the area, lots of trucks collecting in the same streets, lack of food waste collection, high contamination due to high cost and PAYT system for rubbish collection and increased fly-tipping.

The following suggestions were made for improvements: automate the sorting of materials at the MRF rather than relying on labour, install higher technology, size the MRF to take material from other areas and include soft plastics baling, improve roads and traffic management, encourage neighbourhood composting and introduce organics collection, and enforce bylaws for waste collectors.



Which delivery model would work best for Council and community?

There were mixed views on which would be the best delivery model for Council and community. The majority except for some private waste collectors and operators believe the current in-house model works best. Some thought that the introduction of more regulation would ensure that collectors operated with waste minimisation and safety in mind.

Stakeholders believe that in-house delivery provides more control, flexibility, higher quality service and resilience for Council.

Stakeholders believe that outsourced delivery can bring innovation, better performance, and specialised knowledge.

Some stakeholders suggested that combining in-house and outsourced elements could leverage the strengths of both.

Which funding model would work best for Council and community?

The majority of stakeholders believe that the current mixture of rates and users pays funding works well. Rates funded services are seen as environmentally beneficial, can reduce contamination in recycling and could improve waste diversion from landfill. User pays services are seen as a mechanism to drive behaviour change but can lead to illegal dumping and higher contamination. Combining rates and user pays could balance cost and service quality.

Alternative funding sources are also seen by stakeholders as a way to reduce the funding requirements from ratepayers and users. For example, mandating for greater product stewardship may shift the cost burden from Councils to producers and consumers.

Which services, delivery and funding models align with mana whenua thinking around waste in the region?

The landfill at Awapuni is on a Wahi Tapu site, which is considered a very sacred site to Rangitāne o Manawatū. Te Ao Māori values are holistic and as long as we are moving towards an environmentally friendly service, this aligns. The focus should be on environmental health and holistic management of resources. Emphasise natural processes, composting, and minimising environmental impact.

What opportunities do you think there are for collaboration with PNCC and other parties such as private waste collectors/operators, other councils or community organisations?

Overall, stakeholders felt that there is a strong potential for collaboration with other councils, private waste collectors/operators and community organisations. Council could look at how other regions have structured themselves such as WasteNet Southland or Wellington to see if a similar approach could be established in the Manawatū. This could include knowledge and data sharing, collaborative strategic planning, an assessment of regional infrastructure and opportunities for consistent services across the region.

The greatest opportunities for collaboration are with regional processing of recyclables at the Awapuni MRF. A network of consolidation points could be established around the region and onward processing of recyclables in Palmerston.

There is also the possibility for PNCC to deliver kerbside services on behalf of other councils, which could result in greater efficiencies.



Stakeholders felt that there are also opportunities with organic waste processing, and partnerships with community organisations and the private sector, but that these are not without challenges such as ability to scale up operations to accommodate additional material or differences in strategic drivers between parties.

What else do you think would benefit this review?

Stakeholders suggested that Council should consider global best practices for waste management, improve disaster resilience, perhaps relocate the resource recovery park away from waterways and consider fire risk at MRF.



Appendix F Assumptions

The collections, disposal, and processing cost model includes the following core assumptions:

- The status quo waste data from the three previous three years is used.
- Collections are modelled on 32,000 service entitled households.
- The Council provided rubbish bag collection service holds 30% of the market.
- National average quantities have been used to estimate future kerbside volumes for rubbish, recycling, glass and organics collection.
- Kerbside collections are either deposited at Awapuni resource recovery centre or the EnviroNZ Matthews Avenue transfer station.
- Kerbside collection labour includes one operator per vehicle, no runners are assumed for any of the options assessed.
- Kerbside collection options assume new collection vehicles. Vehicles are depreciated over 10 years using the straight-line method.
- In the in-house current state service, council's collection vehicles are leased internally from the fleet team, with good approximation between this current cost and the assumptions listed above.
- Kerbside collections take place five days per week over a nine-hour working day.
- Households are not able to opt-out of the service, but presentation rates vary across different collection services.
- If the Awapuni MRF were to accept recyclables from neighbouring councils, it is assumed the MRF would process a total of 10,000 tonnes per annum including 3,000 tonnes from Palmerston North. This assumes 75% of the councils in the Whanganui-Manawatū region use Awapuni.
- If Awapuni was also used for consolidation and bulk haulage of colour sorted glass, it is assumed 6,000 tonnes per annum is received including 1,500 tonnes from Palmerston North. Again, this assumes 75% of the councils in the Whanganui-Manawatū region use Awapuni.
- MRF contamination is modelled at 20% of incoming recyclables, which is consistent with other MRFs across New Zealand.
- Capital expenditure for facility upgrades assumes debt funding, a 5% interest rate, with both principal and interest paid over 20 years.
- The assessment does not consider impacts to corporate overheads (e.g. people and capability, information technology and health and safety).



Appendix G Waste quantities

Kerbside collection quantities

Kerbside collection tonnages consist of both residential and commercial collections are shown in the table below.

Table 30 Summary of kerbside collection quantities over the previous three calendar years (in tonnes)

Activity description	Waste type	2022	2023	2024
PNCC Residential Kerbside Collections	Rubbish	3,272	3,164	3,107
	Mixed recycling	3,232	2,962	2,971
	Glass	1,503	1,611	1,472
	Subtotal	10,028	9,760	9,574
PNCC Commercial Kerbside Collections	Mixed recycling	94	101	83
	Glass	96	77	71
	Food waste	592	679	650
	Subtotal	782	858	803

Drop-off facility quantities

The quantities of waste materials received at the three drop-off facilities are shown in the table below.

Table 31 Summary of drop-off facility quantities over the previous three calendar years (in tonnes)¹⁰

Activity description	Waste type	2022	2023	2024
Ashhurst Transfer Station	Rubbish	122	136	126
	Mixed recycling	70	59	49
	Glass	89	79	71
	Greenwaste	66	83	90
	Subtotal	347	358	336
Ferguson Street Recycling Centre	Mixed recycling	590	634	601
	Glass	590	439	411
	Subtotal	1,180	1,073	1,011
Awapuni Resource Recovery Park	Mixed recycling ^{Note 1}	75	52	63
	Glass ^{Note 1}	100	82	75
	Tyres	24	27	50
	Organic waste	10,577	8,593	8,195
	Commercial recycling ^{Note 2}	1,466	1,393	1,528
	Commercial glass ^{Note 2}	728	1,000	768
	Other ^{Note 3}	133	111	248
Subtotal	13,105	11,259	10,928	

Notes

- 1: Residential drop-off quantities do not include residential kerbside collections.
- 2: Commercial drop-off quantities do not include commercial kerbside collections.
- 3: Other includes waste streams such as polystyrene, Tetra Pak, flat glass, E-waste and batteries.

¹⁰ Includes all quantities measured in tonnage, excludes other waste streams measured by volume (e.g. waste oil) or count.



Other waste quantities

The table below includes other waste quantities in the Resource Recovery Activity, including servicing and disposal of rubbish from public place litter bins, and the illegal dumping of rubbish and tyres.

Table 32 Summary of other waste quantities over the previous three calendar years (in tonnes)

Activity description	Waste type	2022	2023	2024
Other Resource Recovery Activities	Public space rubbish bins	296	278	249
	Illegal dumping – rubbish	78	64	60
	Illegal dumping – tyres	3	9	8
	Subtotal	378	351	317

Processing and disposal quantities

The quantity of materials sent to processing facilities is shown in the table below.

Table 33 Summary of the processed materials over the previous three calendar years (tonnes unless otherwise specified)

Activity description	Waste type	2022	2023	2024
MRF Inputs	Recycling – residential	4,061	3,809	3,767
	Recycling – commercial	1,466	1,393	1,528
	Mixed glass - commercial	728	1,000	768
	Glass – residential	2,377	2,289	2,099
	Subtotal	8,632	11,300	11,161
MRF Outputs	Recyclables	4,103	4,258	4,047
	Glass	1,840	2,549	2,404
	Contamination	1,068	1,175	1,350
	Subtotal	7,010	7,982	7,801
Organic waste inputs	Greenwaste/food waste and sludge	11,236	9,355	8,936
	Subtotal	11,236	9,355	8,936
Organics processing outputs	Compost sales (m ³)	2,000	1,376	1,264
	mulch sales (m ³)	403	439	191
	Garden chip (m ³)	-	5	402
	Subtotal	2,403	1,820	1,858



Table 34 Status quo – kerbside rubbish collection cost for households

Scenarios	Unit	Low	Medium	High		
Rubbish bag service cost estimates						
Rubbish bags used	Bags size	1x 40L bag	1-2x 60L bags	2-3x 60L bags		
	Set out	Fortnightly	Weekly	Weekly		
	Per year	26	73 ^{Note A}	125 ^{Note B}		
Rubbish bag cost	\$/ week	\$1.40	\$5.32	\$9.12		
	\$/ year	\$73.00	\$277.00	\$475.00		
Private rubbish service assumptions						
Private service type	Bin size	80L	120L/140L	240L		
	Collection	Fortnightly	Weekly	Weekly		
Service cost	\$/ year	\$171	\$456-\$780	\$618-\$936		
Estimated use of services by households					Weighted average	
Rubbish bag service		55%	25%	10%	9,105	28.3%
Private bin service		45%	75%	90%	23,084	71.7%
Total		100%	100%	100%	32,189	100.0%
Weighted average annual cost to households ^{Note C}						
Bags		\$312,800	\$1.1 m	\$405,200		
Private range low	\$/ year	\$599,500	\$5.4-\$9.3 m	\$4.8-\$7.2 m		
Total range		\$912,300	\$6.5-\$10.4 m	\$5.2-\$7.6 m		
Weighted average bags collected					Total (model)	Actual (2024)
Bags collected	#	111,393	288,819	106,455	506,668	504,959
Rubbish volume					Total (model)	Actual (2024)
Rubbish bags		668	1,857	599	3,124	3,107
Private services	Tonnes	547	5,570	5,389	11,506	N/A
Total		1,215	7,427	5,988	14,630	

Note A – Assumes an average of 1.4 bags per household per week

Note B – Assumes an average of 2.4 bags per household per week

Note C – m: \$ millions



Document Status

Job #	Version	Written	Reviewed	Approved	Report Date
2985	DRAFT v1	Stefan Borowy	Alice Grace	Alice Grace	28 March 2025
2985	DRAFT V2	Stefan Borowy	Alice Grace	Alice Grace	22 May 2025
2985	Final	Stefan Borowy	Alice Grace	Alice Grace	16 February 2026



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MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Climate Action Plan Engagement Analysis

PRESENTED BY: Adam Jarvis, Manager Climate Change and Sustainability

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATIONS TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

1. ISSUE

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

2. BACKGROUND

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

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

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

3. NEXT STEPS

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

4. COMPLIANCE AND ADMINISTRATION

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

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

ATTACHMENTS

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

****MITIGATION POLICIES****

Existing Vehicle	Jurisdiction	Received Text	Policy	Rough Order Cost	Cost Rationale	CO2e
WMMP	local	food scrap bin	Add a food-scrap stream to kerbside collection		Refer WMMP/Waste Review	
Parking Strategy	local	Transport	Adjust parking prices to improve use of existing sites		Refer Parking Strategy	
	local	Stop LED 'cool' street lighting & uplighting anything	Adopt dark-sky lighting standards (warm CCT, shielded fixtures)	60000	Annual additional electricity cost (not including capex requirements)	-tve
PC:I	local	Density + better planning	Apply urban design standards for walkability	120000	Build/configure a basic digital tool and data integration.	2
Emissions Inventory	local	better measurement/inventory of non-public emissions to get more bang for buck	Build a local emissions inventory and dashboard	120000	Build/configure a basic digital tool and data integration.	0
Parks LoS	local	more natural areas - eg: walk on grass rather than tar/paved paths	Convert selected paved paths to green corridors or permeable surfaces	400000	Pilot capital works to retrofit selected paths with permeable or green treatments.	2
WMMP	local	worm farms, collect food scraps + make biogas/compost -> contributors get compost back for free/discounted rate	Create a compost/biogas take-back program for contributors	180000	Take-back logistics, tracking, and participant incentive funding.	10
PC:I	local	Density + better planning	Enable medium-density zoning near transit	100000	Plan change process and consultation.	1
WMMP	local	Community compost collection, plus donation to be able to use the compost.	Establish community compost hubs with a compost take-back/discount program	300000	Site setup, shared equipment, and discount pool for pilot compost hubs.	10
WMMP	local	Communal compost	Establish neighborhood compost hubs	250000	Site setup and equipment for multiple hubs.	15
WMMP	local	Promote business food scrap collections	Expand commercial organics collection services	600000	Expanded commercial collection capacity.	25
Green Corridors	local	Plant more trees (native trees) especially around water ways.	Expand riparian planting and protection along waterways	350000	Riparian planting works, fencing, and early maintenance.	5
Parks LoS	local	More walking tracks	Expand the walking track network and connections	600000	Design and staged construction of additional path links.	10
Warm Up Palmy	local	Housing accommodations	Fund energy-efficiency retrofit programs	500000	Pilot retrofit grants for a limited number of homes.	20
WMMP	local	soft plastics pls	Implement a citywide soft-plastics drop-off/collection program	350000	Drop-off network, handling contracts, and public communications.	10
WMMP	local	soft plastics recycling	Partner with retailers to expand soft-plastics take-back locations	120000	Retail partnership support, signage, and limited co-funding for rollout.	5
Parks LoS	local	Plant all of the walkways with natives especially ones with foot paths, as they are currently extremely dead.	Implement a streetscape native planting program along walkways	220000	Planting program delivery, stock procurement, and establishment maintenance.	5

Parks LoS	local	Beautifying streams	Implement stream restoration and riparian planting	250000	Pilot restoration works on priority stream reaches.	1
City Centre Masterplan	local	increase CBD activity	Improve walking and cycling access	300000	Small-scale access upgrades and safety improvements.	15
PC:I	local	densify the city more	Incentivize infill and redevelopment		Underway	
PC:I	local	Density + better planning	Incentivize mixed-use infill		Underway	
WMMP	local	bring back the old system where you got paid to recycle cans?	Install reverse vending machines with refunds at council sites	450000	Machine purchases, site works, maintenance, and refund costs	10
Transport LoS	local	E-bike rentals	Install secure bike parking/charging	150000	Purchase and install lockers/chargers at key sites.	4
WMMP	local	Target more unnecessary plastic/polystyrene packaging - eg, new apartments/buildings, takeaways, product etc	Introduce packaging standards for new developments and tenancies	100000	Standards drafting, consultation, and implementation guidance for developers.	3
WMMP	local	Communal compost	Link compost to community gardens	30000	Transport, coordination, and minor site works.	0
	local	Business support for carbon reduction, waste audits etc.	Offer free or low-cost audits	150000	Audit delivery for a limited number of businesses.	4
Warm Up Palmy	local	More residential solar	Offer residential solar rebates or financing	500000	Seed funding for a limited residential rebate/finance pool.	5
WMMP	local	Something for disposable nappies	Pilot a nappy collection and recycling service	300000	Pilot centralised collection service setup, processing contract, and logistics.	5
Transport LoS	local	Sheltered bike lanes	Pilot covered bike lanes on key routes	500000	Design and build a short covered bike-lane segment.	15
WMMP	local	worm farms, collect food scraps + make biogas/compost -> contributors get compost back for free/discounted rate	Pilot neighbourhood worm farms or small-scale anaerobic digestion	220000	Pilot neighborhood systems, equipment, and operator support.	10
Parks LoS	local	fruit trees	Plant fruit trees in parks and schools	75000	Trees, planting, and early maintenance for pilot sites.	1
	local	More walking tracks	Prioritize pedestrian projects in the transport capital plan	70000	Business-case and design work to prioritize pedestrian capital projects.	1
Eco Design Advisor	local	community person/expert to help individuals make good choices	Provide a city energy advisor service	150000	Advisor staffing and outreach materials.	5
WMMP	local	Supply a wheelie bin service for general waste	Option for a council wheelie bin for general waste		Refer WMMP/Waste Review	
WMMP	local	Community compost collection, plus donation to be able to use the compost.	Provide citywide household organics (food + green) collection		Refer WMMP/Waste Review	
WMMP	local	Everyone should have a compost bin	Provide compost bins via a rates-funded household program	350000	Household compost-bin procurement, distribution, and program administration.	20

WMMP	local	give us a food waste bin	Provide free or discounted kitchen caddies/liners	200000	Bulk purchase and distribution of caddies and starter liners.	10
WMMP	local	Food compost collection	Provide household kitchen caddies and collection bins	450000	Household caddy and bin procurement and distribution for service launch.	20
	local	Housing accommodations	Provide low-income weatherization support	300000	Targeted weatherization support for low-income homes.	20
Warm Up Palmy	local	Home owners	Provide low-interest loans/rebates for insulation, heat pumps, or solar	500000	Seed funding for a limited rebate/loan pool.	35
WMMP	local	Promote business food scrap collections	Promote business food scrap collections	20000	Comms, contingent on the service being provided.	
	local	making solar/wind in homes more affordable/accessible.	Provide rebates or low-interest loans for home solar/wind	600000	Seed funding for household rebates or concessional loan support.	50
WMMP	local	worm farms, collect food scraps + make biogas/compost -> contributors get compost back for free/discounted rate	Provide small grants for local organics processing projects	150000	Small grant pool for local processing pilots and setup.	5
Warm Up Palmy	local	Energy solar	Provide solar rebates or financing	400000	Seed funding for a limited rebate/finance pool.	30
	local	Plant all of the walkways with natives especially ones with foot paths, as they are currently extremely dead.	Require native planting in new or renewed footpath projects	70000	Planning and specification updates with compliance checks for native planting.	1
	local	Every consent issued a new home should have an obligation to plant 3 to 4 trees.	Require tree planting as a condition of new residential consents	90000	Planning rule update, guidance, and compliance administration.	2
WMMP	local	foodscraps collection	Roll out citywide kerbside organics collection		Refer WMMP/Waste Review	
	local	Business support for carbon reduction, waste audits etc.	Run a business decarbonization advisory service	200000	Advisor staffing and program delivery.	5
WMMP	local	a joint green waste & food waste bin	Run an organics contamination reduction education campaign	120000	Targeted education, tagging, and follow-up to reduce contamination.	
	local	making solar/wind in homes more affordable/accessible.	Run bulk-buy programs for rooftop solar/wind	80000	Procurement setup, supplier aggregation, and community marketing.	5
	local	More residential solar	Run group-buy programs	300000	Procurement setup and marketing for a group-buy. Economies of scale unlikely to outweigh admin costs.	
PC:I	local	Every consent issued a new home should have an obligation to plant 3 to 4 trees.	Set minimum on-site tree canopy requirements in planning rules		Underway	10
	local	Native planting	Set native planting targets for parks and streets	50000	Staff time, consultation, and policy development.	1
	local	Plant more trees (native trees) especially around water ways.	Set urban tree canopy targets and fund large-scale planting	500000	Canopy strategy delivery with large-scale tree procurement and planting.	10

WMMP	local	Supply a wheelie bin service for general waste	Standardize wheelie-bin service for all households		Enforcing design on commercial operators? Unsure to what end.	
PC:I	local	densify the city more	Streamline consenting for medium-density projects	60000	Process redesign, guidance, and staff training.	1
Eco Design Advisor	local	E-bike rentals	Subsidize e-bike memberships for low-income residents	100000	Discounts for a limited number of memberships.	10
WMMP	local	Everyone should have a compost bin	Subsidize home compost bins and training	120000	Subsidized bins plus practical training and follow-up support.	5
	local	Residential windmills	Domestic turbines allowed for in district plan		Section 10.6.4.4 currently enables these as a discretionary activity	
	local	Home owners	Subsidize home energy audits	100000	Pilot funding pool for limited participants.	2
WMMP	local	Something for disposable nappies	Subsidize reusable nappy programs for families	120000	Voucher or rebate support for reusable nappy uptake.	4
Strategic Priority Grants	local	Places like Just Zilch running community garden	Supply compost and tools	30000	Starter tools and compost for community sites.	0
	local	E-bike rentals	Support a shared e-bike scheme with concessions	200000	Seed funding for bikes, docking, and operations.	15
Strategic Priority Grants	local	Community finance	Support community energy cooperatives	100000	Pilot funding pool for limited participants.	2
	local	Making solar/wind in homes more affordable/accessible.	Support community energy cooperatives and shared systems	150000	Advisory support and seed grants for cooperative project formation.	5
	local	fruit trees	Support community orchards		Community Garden Guide & Food Security and Resilience Policy	1
Strategic Priority Grants	local	Energy solar	Support community solar projects	100000	Pilot funding pool for limited participants.	5
Strategic Priority Grants	local	self sustainable with the windmills with the excess going into grid.	Support community wind generation projects with council co-investment	8000000	50% of cost of single installation	60
PC:I	local	densify the city more	Upzone near transit corridors	100000	Plan change process and consultation.	1
Procurement Policy	local	Target more unnecessary plastic/polystyrene packaging - eg, new apartments/buildings, takeaways, product etc	Use council procurement to require reusable or compostable packaging	50000	Procurement policy updates, supplier onboarding, and contract compliance.	2
	local	self sustainable with the windmills with the excess going into grid.	Council-built Wind Turbines	100m	Full scale development	1
	regional	Transport	Improve bus frequency and coverage	1000000	Service hours subsidy for pilot routes and expanded frequency.	50
Transport LoS	central	Transport	Expand active transport networks	1500000	Substantially reduced co-funding	50

Climate Emergency Response Fund	central	Business support for carbon reduction, waste audits etc.	Provide grants for efficiency upgrades	300000	Pilot grant pool for small and medium businesses.	15
	central/commercial	Something for disposable nappies at childcare centres	Provide dedicated nappy disposal bins at childcare centers			
	central	showing the process of making electric vehicles / sustainable power etc in action, as some people have high costs of replacing new technology - this is stuff that I guess?	Create a public education program on EVs and renewable energy			
	central	More residential solar	Fast-track solar permits			
	central	bring back the old system where you got paid to recycle cans?	Implement or advocate for a container return scheme (deposit-refund)			
	central	Renters	Require more energy efficient rentals			
	central	Target more unnecessary plastic/polystyrene packaging - eg, new apartments/buildings, takeaways, product etc	Phase out polystyrene and certain single-use packaging in food service			
	central	better measurement/inventory of non-public emissions to get more bang for buck	Require emissions reporting for large emitters			
	central	Mandatory solar panels on all new homes	Require solar-ready or on-site solar PV for new residential consents			
	central	Mandatory solar panels on all new homes	Set minimum on-site renewable generation standards for new builds			
	central	Renters	Set minimum rental energy efficiency standards			
	central	Renters	Streamline consent for minor efficiency alterations			
	central	self sustainable with the windmills with the excess going into grid.	Streamline consenting for small/medium wind turbines			
	central	Energy solar	Streamline consenting for solar			

****ADAPTATION POLICIES****

Existing Vehicle	Jurisdiction	Received Text	Policy	Rough Order Cost	Cost Rationale	CO2e
Already Exists	local	Disability communities	Create a disability climate advisory group	50000	Staff time, consultation, and policy development.	
Civil Defence Preparedness	local	Disability communities	Ensure emergency planning and communications are accessible	50000	Accessibility review and updates to comms materials.	
Strategic Priority Grants / ENM regrants	local	community/networks/populations	Provide neighborhood climate action mini-grants	100000		
Strategic Priority Grants & Comms	local	community/networks/populations	Support local climate champions	100000	Pilot funding pool for limited participants.	
Strategic Priority Grants	central	Science fair projects	Sponsor an annual climate school science fair	30000	Venue, prizes, and coordination.	
Strategic Priority Grants	central	Science fair projects	Provide mentorship with local universities and businesses	60000	Event delivery, facilitation, and outreach.	
Urban Design Plan	local	more natural areas - eg: walk on grass rather than tar/paved paths	Increase permeable/green surface requirements in public realm projects	70000	Design standard updates and project-spec uplift for permeable surfaces.	
Strategic Priority Grants / ENM regrants	local	Youth Space	Fund youth-led sustainability programs	10000	Dependant on nature of proposed projects	
Strategic Priority Grants	local	Youth Space	Support maker/repair activities		Underway (at makerspace)	
Sections 3, 17 of the district plan	local	Mana Whenua	Integrate Maori knowledge in planning		Underway	
Partnership Agreement	local	Mana Whenua	Formalize partnership with iwi		Underway	
Community Garden Policy and Strategic Priority Grants	local	Places like Just Zilch running community garden	Provide leases and grants for community gardens	100000	Lease support and small grants for multiple sites.	
Strategic Priority Grants	local	Places like Just Zilch running community garden	Partner with zero-waste groups	20000	Staff time to coordinate partnerships.	

Biodiversity and Manawatu River Plan	local	Biodiversity (protecting)	Adopt a biodiversity action plan with targets		Underway	
Significant Natural Area Provisions	local	Biodiversity (protecting)	Protect key habitats via planning rules	50000	Staff time, consultation, and policy development.	
Turitea Reserve Management	local	Biodiversity (protecting)	Fund restoration and monitoring	100000	Pilot funding pool for limited participants.	
Predator Control Programme	local	Pest control	Run a citywide predator control program	200000	Trap lines, bait, and coordination across key reserves.	
Horizons Trap Library	regional	Pest control	Provide trap libraries and training	60000	Event delivery, facilitation, and outreach.	
Predator Control Programme	local	Pest control	Fund pest control in reserves	100000	Targeted pest control contracts in reserves.	
	local	Native planting	Provide free or discounted native seedlings	100000	Seedlings and distribution for a pilot giveaway.	
	local	Native planting	Require natives in new developments		Currently impractical given RMA reform	
Parks LoS	local	Tree planting city goals	Set canopy and planting targets with annual budget	150000	An extra 'Green Corridors', assuming similar levels of volunteerism	
Vegetation Framework	local	Tree planting city goals	Prioritize planting in heat and low-canopy areas	50000	Staff time, consultation, and policy development.	
	local	Tree planting city goals	Report climate progress publicly	50000	Staff time, consultation, and policy development.	
	local	Education	Run public workshops and campaigns	60000	Event delivery, facilitation, and outreach.	
	local	Education	Partner with community educators	20000	Staff time to coordinate partnerships.	
Stormwater Upgrades & Planning Provisions	local	Infrastructure	Adopt climate-resilient infrastructure standards	60000	Standards drafting and consultation.	
Stormwater Upgrades & Planning Provisions	local	Infrastructure	Invest in green infrastructure like rain gardens	300000	Design and build several rain garden sites.	
Asset Management Plans	local	Infrastructure	Update asset management for climate risks	80000	Risk integration into asset plans.	

Climate Plan	local	Mitigation (preparation)	Update climate mitigation and adaptation plans	120000	Plan refresh with stakeholder consultation.	
Civil Defence Preparedness	local	Mitigation (preparation)	Run community preparedness programs	80000	Workshops, materials, and facilitators across neighborhoods.	
Asset Management Plans	local	Mitigation (preparation)	Conduct risk assessments for key assets	80000	Consultant study and analysis.	
	local	Community finance	Establish a community climate fund	200000	Seed capital for a pilot community fund.	
	central	Community finance	Use green bonds or revolving loans	60000	Financial structuring and legal setup.	
Strategic Priority Grants	local	Bartering	Support a local exchange trading system	80000	Platform setup and pilot facilitation.	
Strategic Priority Grants	local	Bartering	Provide a digital platform and facilitation	120000	Build/configure a basic digital tool and data integration.	
Strategic Priority Grants	local	Bartering	Link barter events to repair/reuse programs	60000	Event delivery, facilitation, and outreach.	
Strategic Priority Grants	local	Time banks	Fund a city time-bank coordinator	100000	One coordinator FTE plus admin costs.	
Strategic Priority Grants	local	Time banks	Provide a time-bank platform and outreach	120000	Build/configure a basic digital tool and data integration.	
Strategic Priority Grants	local	Time banks	Integrate time banking with volunteer services	50000	Staff time, consultation, and policy development.	
Strategic Priority Grants	local	Beautifying streams	Fund community stream-care groups	100000	Pilot funding pool for limited participants.	
	regional	Beautifying streams	Improve water quality monitoring	80000	Monitoring equipment and lab costs.	
	local	postdoc/doc research into climate map for community environment sector	Fund planning research fellowships with universities	100000	One or two research fellowships.	
Strategic Priority Grants	local	impacts of volunteer/community work on climate	Measure and report volunteer program impacts	50000	Staff time, consultation, and policy development.	
Strategic Priority Grants	local	impacts of volunteer/community work on climate	Require evaluation for funded projects	100000	Pilot funding pool for limited participants.	
Strategic Priority Grants	local	impacts of volunteer/community work on climate	Develop shared indicators and dashboards	120000	Build/configure a basic digital tool and data integration.	
Strategic Priority Grants	local	Environment / climate event/festival	Fund an annual climate festival	100000	Event production, logistics, and marketing.	
Strategic Priority Grants	local	Environment / climate event/festival	Provide grants for community-led events	80000	Small grants to multiple community event organizers.	

Strategic Priority Grants	local	Environment / climate event/festival	Support practical action workshops	60000	Event delivery, facilitation, and outreach.	
Vegetation Framework	local	Vegetation plan framework	Develop a citywide vegetation strategy	50000	Staff time, consultation, and policy development.	
Parks LoS	local	Vegetation plan framework	Set vegetation maintenance standards	50000	Staff time, consultation, and policy development.	
Notable Tree Provisions	local	Vegetation plan framework	Protect significant trees	50000	Staff time, consultation, and policy development.	
Vegetation Framework	local	natives	Prioritize natives in planting guidelines	50000	Staff time, consultation, and policy development.	
	local	natives	Run native seedling giveaways	40000	Seedlings plus event logistics.	
Procurement Policy	local	natives	Partner with local nurseries for supply	20000	Staff time to coordinate partnerships.	
Parks LoS	local	need for deadwood trees?	Adopt guidelines for retaining deadwood where safe		Underway, where practical	
	local	need for deadwood trees?	Use biodiversity assessments in reserves	80000	Consultant study and analysis.	
Parks LoS	local	need for deadwood trees?	Train staff on habitat management	30000	Training sessions and materials for staff.	
	local	south side of east/west stream	Create a targeted restoration plan for streams	50000	Staff time, consultation, and policy development.	
Strategic Priority Grants	local	south side of east/west stream	Fund community stewardship groups	100000	Pilot funding pool for limited participants.	
	local	south side of east/west stream	Implement erosion control projects	100000	Study identifying erosion risk areas and mitigation pathways	
	central/commercial	get industry/lobby group buy in	Create a business climate advisory council	50000	Staff time, consultation, and policy development.	
	central	get industry/lobby group buy in	Hold regular industry roundtables with commitments	60000	Event delivery, facilitation, and outreach.	
	central	industry working groups	Establish sector-specific working groups	50000	Staff time, consultation, and policy development.	
	central	industry working groups	Develop action plans with milestones	50000	Staff time, consultation, and policy development.	
	central	industry working groups	Require progress reporting	50000	Staff time, consultation, and policy development.	
Strategic Priority Grants / ENM regrants	local	promote youth leadership scholarships	Fund youth-led projects	100000	Dependant on nature of proposed projects	

	local	promote youth leadership scholarships	Partner with local employers to offer climate scholarships	40000	Staff time and pilot awards	
Eco Design Advisor	local	community person/expert to help individuals make good choices	Offer free consultations and a hotline	120000	Staff costs, but national programme is largely defunct	
	local	community person/expert to help individuals make good choices	Deliver outreach through community centers	60000	Outreach staffing and materials at centers.	
	local	hackathon	Host an annual climate innovation hackathon	60000	Event delivery, facilitation, and outreach.	
	local	hackathon	Provide seed funding for winning ideas	100000	Seed grants for top hackathon solutions.	
	local	hackathon	Partner with universities and tech firms	20000	Staff time to coordinate partnerships.	
	local	promotion of "take the jump" website	Run a council communications campaign	100000	Creative, media buy, and community outreach.	
City Centre Masterplan	local	increase CBD activity	Fund CBD activation events	100000	Programmed events to boost CBD activity over a year.	
	local	increase CBD activity	Incentivize sustainable businesses in the CBD	150000	Small grants/discounts for CBD sustainability upgrades.	
	local	Focus on less bigger impact, low hanging fruit at a time then move to next one instead of lots of underresourced projects?	Adopt a prioritization framework for climate projects	50000	Staff time, consultation, and policy development.	
	local	Focus on less bigger impact, low hanging fruit at a time then move to next one instead of lots of underresourced projects?	Focus funding on highest impact actions	100000	Pilot funding pool for limited participants.	
	local	Focus on less bigger impact, low hanging fruit at a time then move to next one instead of lots of underresourced projects?	Review and reprioritize annually	50000	Staff time, consultation, and policy development.	
Citywide Emissions Inventory	local	measurement/inventory of non-public emissions	Measurement/inventory of non-public emissions	120000	Build/configure a basic digital tool and data integration.	
	central	Promote business food scrap collections	Set requirements for large food businesses	60000	Regulatory change and compliance guidance.	
	local	how to reach people that don't have time/interest to attend community consultations	Use online and mobile engagement tools	60000	Event delivery, facilitation, and outreach.	
	local	how to reach people that don't have time/interest to attend community consultations	Hold pop-up consultations at workplaces and markets	60000	Event delivery, facilitation, and outreach.	
Underway	local	Use AI to learn from global cities	Use AI to learn from global cities		Underway	

Underway	local	Use AI to learn from global cities	Pilot AI tools for policy evaluation		Underway	
	local	Use AI to learn from global cities	Share AI learnings publicly	40000	External evaluation, staff time, comms.	
	local	More home composting	Offer free workshops and support	50000	Facilitators, venues, and materials for workshops.	
	local	More home composting	Greenwaste follow-up coaching for households	100000	Staff time for follow-up visits and calls.	
Parks LoS	local	foodscraps collection	Standardize public bins and education	200000	Replacement of all non-standard bins	
	local	foodscraps collection	Use pay-as-you-throw incentives	120000	Billing system changes and customer communications.	
	local	Communal compost	Provide land, equipment, and operators	300000	Land prep, equipment purchase, and operator contracts.	
	local	Sheltered bike lanes	Seek funding partnerships	100000	Pilot funding pool for limited participants.	
	local	linking business to funding environmental initiatives.	Create a corporate green sponsorship program	50000	Staff time, consultation, and policy development.	
	local	linking business to funding environmental initiatives.	Match business contributions with council funds	200000	Matching pool to leverage private contributions.	
	local	linking business to funding environmental initiatives.	Publicly recognize funded projects	100000	Pilot funding pool for limited participants.	
	central	invest in huge multinational marketing/brand campaign to convince people to change	Launch a citywide behavior change campaign	250000	Multi-channel campaign scaled to 90k residents.	
	central	invest in huge multinational marketing/brand campaign to convince people to change	Partner with national brands and agencies	20000	Staff time to coordinate partnerships.	
	local	City wide competition between businesses to reduce emissions	Run an annual emissions-reduction challenge	80000	Program delivery, tracking, and prizes.	
	local	City wide competition between businesses to reduce emissions	Publish a public leaderboard and awards	50000	Staff time, consultation, and policy development.	
	local	City wide competition between businesses to reduce emissions	Provide technical support to participants	100000	Advisor time and tools for participating businesses.	
	local	Gamification	Develop a city app with rewards for low-carbon actions	250000	MVP app build plus rewards system setup.	
	local	Gamification	Run neighborhood challenges	50000	Challenge design, prizes, and facilitation.	
	local	Gamification	Partner with local businesses for incentives	20000	Staff time to coordinate partnerships.	
	local	Monitoring of your success by data	Create a public climate action dashboard	20000	Basic development using existing data, higher if broader in scope	
	local	Monitoring of your success by data	Establish data-sharing agreements	120000	Build/configure a basic digital tool and data integration.	

	local	Monitoring of your success by data	Require annual reporting	50000	Staff time, consultation, and policy development.	
	local	Self-rating	Offer a voluntary household/business climate score	100000	Pilot funding pool for limited participants.	
	local	Self-rating	Provide tools for self-assessment	80000	Consultant study and analysis.	
	local	Self-rating	Integrate with city apps	120000	Build/configure a basic digital tool and data integration.	
	local	linking business to funding environmental initiatives.	Create a corporate green sponsorship program	100000	Staff time, consultation, and policy development.	
	local	linking business to funding environmental initiatives.	Match business contributions with council funds	1000000	Matching pool to leverage private contributions.	
	local	linking business to funding environmental initiatives.	Publicly recognize funded projects	100000	Pilot funding pool for limited participants.	
	local	invest in huge multinational marketing/brand campaign to convince people to change	Launch a citywide behavior change campaign	300000	Behaviour change typically ineffective unless well researched and resourced	
CEDA	local	invest in huge multinational marketing/brand campaign to convince people to change	Partner with national brands and agencies	120000	Expanded partnerships team	
	local	invest in huge multinational marketing/brand campaign to convince people to change	Fund community ambassadors	120000	Stipends and training for a small ambassador cohort.	
	local	City wide competition between businesses to reduce emissions	Run an annual emissions-reduction challenge	80000	Program delivery, tracking, and prizes.	
	local	Residential Windmills	Commission a residential windmills feasibility study	100000	Consultant study and analysis.	
	local	Residential Windmills	Offer incentives for residential windmills	100000	Pilot funding pool for limited participants.	
	local	Gamification	Develop a city app with rewards for low-carbon actions	250000	MVP app build plus rewards system setup.	
	local	Gamification	Run neighborhood challenges	50000	Challenge design, prizes, and facilitation.	
	local	Gamification	Partner with local businesses for incentives	20000	Staff time to coordinate partnerships.	
	local	Monitoring of your success by data	Create a public climate action dashboard	120000	Dashboard build and baseline data integration.	
	local	Monitoring of your success by data	Establish data-sharing agreements	120000	Build/configure a basic digital tool and data integration.	
	local	Monitoring of your success by data	Require annual reporting	50000	Staff time, consultation, and policy development.	
Exists	local	Self-rating	Offer a voluntary household/business climate score	20000	Developing a replica (primarily staff time)	

Exists	local	Self-rating	Provide tools for self-assessment	20000	Developing a replica (primarily staff time)	
	local	Self-rating	Integrate with city apps	120000	Build/configure a basic digital tool and data integration.	
Parks LoS	local	Better litter collection	Increase litter bin coverage and collection frequency in hotspots	100000	Additional bins and hotspot servicing rounds	
	local	Better litter collection	Fund regular community litter clean-up programs	90000	Equipment, coordination, and disposal fees for scheduled clean-up events.	
Parks LoS	local	love the dog poo bags everywhere!	Install dog-waste bag dispensers and bins in parks and tracks	120000	Purchase and install dispensers and bins across priority parks and tracks.	
	local	everyone should have a vege garden	Expand community garden leases and grants	120000	Additional lease support and mini-grants for new garden sites.	
	local	everyone should have a vege garden	Offer workshops and starter kits for home vegetable gardens	100000	Workshop delivery plus starter kits for participating households.	
	local	everyone should have a vege garden	Integrate edible landscaping into parks and streetscapes	180000	Design, planting, and establishment care for edible streetscape sites.	
	local	school programs/competitions and spreading this on how to save energy in social media	Run a council-wide energy-saving communications campaign	120000	Creative development, media placement, and outreach delivery.	
	local	showing the process of making electric vehicles / sustainable power etc in action, as some people have high costs of replacing new technology - this is stuff that I guess?	Host regular clean-tech demonstration events and expos	100000	Event production, venue costs, and demonstration support.	
	local	showing the process of making electric vehicles / sustainable power etc in action, as some people have high costs of replacing new technology - this is stuff that I guess?	Support local businesses to run open days for sustainable tech	70000	Small grants and coordination for participating business open days.	
Stormwater Strategy	local	Modelling flooding scenarios so people know what might happen in their area.	Develop and publish high-resolution flood hazard models and maps	40000	Primarily a policy decision	
Stormwater Strategy	local	Modelling flooding scenarios so people know what might happen in their area.	Create a public flood-risk portal with property-level guidance	40000	Primarily a policy decision	
	local	Visual on the website!	Build an interactive climate risk and action dashboard on the website	60000	Web dashboard build with data integration and accessibility features.	
	local	Visual on the website!	Publish visualizations of climate impacts and council responses	40000	Analysis and visualization production for regular public reporting.	

Stormwater LoS	local	perhaps improving the current drainage systems? And having automated redundancy (plan B) as these often malfunction, reducing the need for more labour to clear floods during poor weather.	Upgrade stormwater and drainage infrastructure for future rainfall	3000000	Targeted capital upgrades for pipes, inlets, and drainage bottlenecks.	
	local	perhaps improving the current drainage systems? And having automated redundancy (plan B) as these often malfunction, reducing the need for more labour to clear floods during poor weather.	Install smart monitoring and redundancy/backup pump systems	200000	Pilot integrated smart monitoring at key locations	
Stormwater LoS	local	perhaps improving the current drainage systems? And having automated redundancy (plan B) as these often malfunction, reducing the need for more labour to clear floods during poor weather.	Increase proactive maintenance and debris-clearing programs	250000	Expanded maintenance crews and contracted debris-clearing rounds.	
Parks LoS	local	Some fenced and gated accessible playgrounds up to 10y olds - special needs.	Build inclusive, accessible playgrounds with secure fencing	900000	Major playground retrofit including inclusive equipment and safety fencing.	
Parks LoS	local	Some fenced and gated accessible playgrounds up to 10y olds - special needs.	Adopt inclusive play design standards in parks upgrades	80000	Inclusive design standards drafting, consultation, and training.	
	central	School to school networks	Fund joint student climate projects			
	central	Education	Integrate climate education resources into schools			
	central	School to school networks	Establish an inter-school climate network with shared resources			
	central	School to school networks	Provide teacher release time/grants for collaboration			
	central	Science fair projects	Offer grants for school sustainability projects			
	central	Housing accommodations	Update building guidance for resilient housing			
	central	School education	Integrate climate curriculum support			
	central	School education	Provide teacher training and resources			
	central	School education	Offer school sustainability grants			
	central	promote youth leadership scholarships	Create youth climate leadership scholarships and internships			

	central	school programs/competitions and spreading this on how to save energy in social media	Fund school energy-saving competitions and curriculum resources			
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REPORT

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

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

PRESENTED BY: Stacey Solomon, Policy Analyst

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

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

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

RATIONALE FOR THE RECOMMENDATIONS

1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

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

2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

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

Purpose of the Alcohol Control Bylaw

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

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

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

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

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

Developing or reviewing an alcohol control bylaw

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

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

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

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

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

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

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

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

The perceived problem

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

3. DESCRIPTION OF OPTIONS

3.1 The Council has two main options to consider.

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

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

4. ANALYSIS OF OPTIONS

4.1 Attachment 1 provides detailed analysis of the available options.

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

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

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

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

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

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

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

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

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

5. CONCLUSION

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

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

6. NEXT ACTIONS

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

7. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

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

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

8. COMPLIANCE AND ADMINISTRATION

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

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

ATTACHMENTS

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

Palmerston North Alcohol Control Bylaw 2015

Section 155 Determination Report

February 2026

Summary

This report describes the perceived problem related to people drinking alcohol and becoming intoxicated in public places in Palmerston North.

Identified and analysed in this report are the reasonably practicable options, methods, and/or approaches available to the Council for addressing the perceived problem (as defined), enabling the Council to make determinations required under s.155 of the Local Government Act 2002 (LGA).

Regarding the determinations required by s.155 LGA, this report concludes:

1. A bylaw is the most appropriate way to address the perceived problem
2. A stand-alone bylaw is the most appropriate form of bylaw to address the perceived problem
3. The rights and freedoms affirmed under the New Zealand Bill of Rights Act 1990 are not unreasonably limited by such a bylaw.

Further, as required by s.147 LGA, specifically when making a bylaw for the purposes of alcohol control this, report provides analysis so that the Council:

4. Is satisfied that a bylaw is justified as a reasonable limitation on people's rights and freedoms; and that
5. except in the case of a bylaw that will apply temporarily for a large events, is also satisfied that there is evidence that the area to which the bylaw is intended to apply has experienced a high level of crime or disorder that can be shown to have been caused or made worse by alcohol consumption in that area, and that the bylaw is appropriate and proportionate in light of that crime or disorder.

If the Committee agrees with the analysis presented here, it should make the determinations under s.155 LGA, as set out in the recommendations in the officers report titled *Palmerston North Alcohol Control Bylaw 2015 – Section 155 Determination Report*, presented to the 11 March 2026 Community Resilience and Sustainability Committee.

The data presented should be considered as it relates to the perceived problem, the ability of the Council to make a bylaw for alcohol control purposes, and the strategic direction of the Council (particularly Whāinga 3: He hapori tūhonohono, he hapori haumaruru Goal 3: A connected and safe community).

This report should be read alongside the Palmerston North Alcohol Control Bylaw 2015, and the abovementioned Committee report.

1. Purpose of this Report

This report provides Elected Members with information and advice about regulating the consumption of alcohol in public places in Palmerston North, to meet the requirements under s.155 LGA for the Council to review the Palmerston North Alcohol Control Bylaw 2015 (the Bylaw). The Bylaw was last reviewed on 24 August 2015, and is now overdue for its 10 year statutory review (s.159 LGA).

The steps to review the Bylaw are prescribed in the LGA, the first of which requires the Council to carefully consider and to make determinations about whether a Bylaw is the most appropriate way to address the perceived problem. The perceived problem is described in this report, as are the reasonably practicable options to address that problem.

2. Purpose of the Palmerston North Alcohol Control Bylaw 2015

The purpose of the Palmerston North Alcohol Control Bylaw (the Bylaw) is to reduce the potential for public nuisance and offensive behaviour, and damage to public and private property caused by people drinking and becoming intoxicated in public places. This is achieved by creating an alcohol control area (also known as a "liquor ban") through the Bylaw into which alcohol (as defined) cannot be brought, possessed, or consumed.

The LGA (s.147(2)) states the Council can choose to make a bylaw to prohibit or otherwise regulate or control generally or for one of more specified periods, any of the following:

- a) the consumption of alcohol in a public place
- b) bringing alcohol into a public place
- c) possessing alcohol in a public place.

The LGA (s.147(3)) also gives the Council the ability to make bylaws for regulating the presence or consumption of alcohol in vehicles in public places in its district.

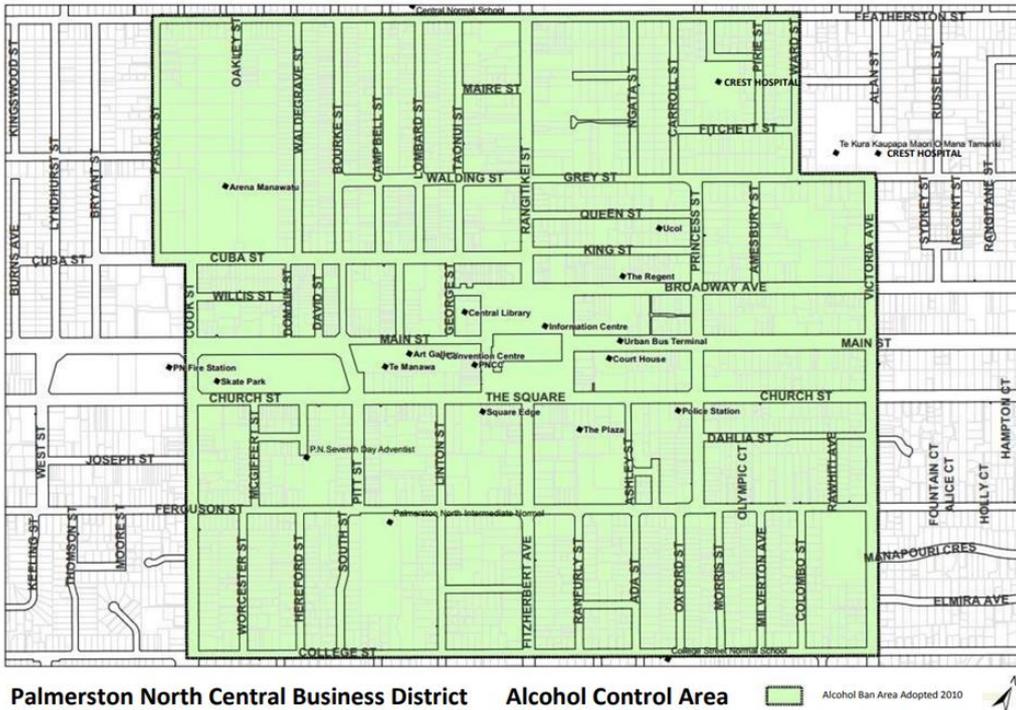
The scope of the current Bylaw includes an alcohol control area that encompasses the majority of the central business district (CBD) and public spaces within the "ring road", including the area bounded by Featherston Street, Pascal Street, Cook Street, College Street, Victoria Avenue, and Ward Street.

The alcohol control applies to public places (as defined) at all times of the day on every day of the week. It also applies to the possession and consumption of alcohol in a vehicle (as defined) in the alcohol control area.¹

The Bylaw is recognised as an effective tool for addressing alcohol related issues in public places in Palmerston North, and is currently the only tool available to the Council to restrict alcohol possession and consumption in public places. The benefit of the Bylaw is that it provides a way to proactively remove or reduce the potential for crime and disorder to occur in public spaces at all. Or, if it cannot be wholly prevented, to reduce the potential escalation of crime and disorder resulting from the consumption of alcohol in public places by enabling enforcement action by the New Zealand Police.

The current control area is shown in *Figure 1: Alcohol Control Area, Palmerston North Alcohol Control Bylaw 2015* (below).

¹ public places are "any place that is open to or being used by the public, whether free or on payment of charge, and whether any owner or occupier of the place is lawfully entitled to exclude or eject any person from it; but does not include licensed premises"



Palmerston North Central Business District Alcohol Control Area
 Figure 1: Alcohol Control Area, Palmerston North Alcohol Control Bylaw 2015

The Bylaw does not apply to:

- licensed premises such as cafés, bars, and restaurants in the alcohol control area, or incidents on licensed or private premises in the alcohol control area involving alcohol
- the transport of alcohol in an unopened container from licensed premises in the alcohol control area if that alcohol was lawfully bought on those premises for consumption off those premises (i.e. carrying an unopened bottle of wine from a licensed premises in the alcohol control area, to be consumed outside of the alcohol control area)
- the transport of the alcohol in unopened containers from outside of the alcohol control area for delivery to licensed premises within the alcohol control area (i.e. delivery of alcohol to licensed premises like cafés, bars, or restaurants)
- the transport of alcohol in unopened containers to private premises in the alcohol control area (i.e. carrying alcohol into residential premises such as a home or apartment in the alcohol control area)
- the transport of alcohol in unopened containers through or across the alcohol control area (i.e travelling from one side of the city to the other while in possession of alcohol, crossing through the alcohol control area)
- alcohol-related traffic incidents in the alcohol control area where other legislation applies (i.e. where a person is driving a vehicle in the alcohol control area while intoxicated, but does not have any alcohol in their possession).

3. Enforcement of the Bylaw

The Bylaw is enforced by the New Zealand Police (Police). The Bylaw provides the Police with a mechanism through which they can address harm or public disorder caused by persons possessing or consuming alcohol in public places, in addition to other powers which they lawfully hold in other legislation (i.e. the Summary Offences Act 1981, Land Transport Act 1998). The powers of the Police under S.169(2) LGA, through an alcohol ban described in the Bylaw, include the seizure and removal of any alcohol within the control area, the arrest of any person committing an offence under the Bylaw, and the arrest of any person who refuses to comply with a request to surrender alcohol in their possession or to leave an alcohol control area

To support prevention and enforcement, the Council is responsible for the installation and display of signage which indicates the extent of the alcohol ban area (s.147C LGA). Informative signage is intended as a preventative mechanism, letting people know how and when the rules apply so that they can easily comply with them. As stated in the Bylaw (clause 8.2), the temporary absence of signage does not authorise a breach of the Bylaw.

4. Legislative requirements when making a bylaw

There are three determinations the Council makes using its general bylaw making powers, they are:

- s.155 (1) whether a bylaw is the most appropriate way of addressing the perceived problem;
- s.155(2)(a) whether the bylaw is the most appropriate form of bylaw
- s.155(2)(b) whether the bylaw gives rise to any implications under the New Zealand Bill of Rights Act 1990 (NZBORA)

The Council makes a bylaw by determining that a bylaw would be the most appropriate way to address the perceived problem. If the Council finds that an alternative method or combination of methods to respond to the perceived problem would be more appropriate than a bylaw, or if a bylaw would be inconsistent with the NZBORA, it should not make the bylaw.

5. The perceived problem

S.155 (1) LGA obliges the Council to determine if a problem exists, and what that problem is.

As regards alcohol control, the perceived problem is that people consuming alcohol public places can become intoxicated and have the potential to create, or make worse or more likely to occur, problems related to nuisance or offensive behaviour, risks to the safety and health of the person consuming the alcohol and the general public, and damage to property (private and public). The consumption of alcohol generally is not in itself an issue, and is not the perceived problem defined above. The perceived problem/s are set out below:

1. People consuming alcohol in public places and becoming intoxicated can create nuisance, such as excessive noise, disruptive behaviour which disturbs the enjoyment of others in shared public spaces, or property damage
2. People consuming alcohol in public places and becoming intoxicated can become a risk to the health and safety of themselves and others in the community, such as from assault or other violent acts

3. People consuming alcohol in public places and becoming intoxicated may lead to offensive behaviours that a person would otherwise be unlikely to commit, such as urinating or vomiting in public
4. People consuming alcohol in public places and becoming intoxicated may lead to an increase in the potential for litter and accidental injury caused from broken glass or other discarded beverage containers, such as cans or bottles.

6. S.147 Local Government Act 2002 – power to make bylaws for alcohol control purposes

Making a bylaw for alcohol control follows the same process as for any other proposed bylaw. The Council defines the perceived problem, makes the determinations under s.155 LGA, and consults with the community on its proposal before finally adopting (or not adopting) a bylaw. To make a bylaw for alcohol control purposes, in addition to the s.155 determinations, the Council:

s.147A (1)(a) must be satisfied that it can be justified as a reasonable limitation on people's rights and freedoms; and

s.147A (1)(b) except in the case of a bylaw that will apply temporarily for a large scale event, must also be satisfied that—

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

(ii) the bylaw is appropriate and proportionate in light of that crime or disorder.

7. S.147A information requirements - Local Government Act 2002

S.147A (1)(b)(i) and s.147A(2) instruct the Council to consider whether the area to which the bylaw is intended to apply has experienced a high level of crime or disorder that can be shown to have been caused or made worse by alcohol consumption in the area, or that a high level of crime or disorder is likely to arise in the area to which the bylaw is intended to apply if the bylaw is not made.

As Council has alcohol controls that have been in place in since 2010, Police data is available that records the number of bylaw breaches where Police attendance has resulted, and was recorded.

Police data

Data was requested and provided by the Police for three different periods. Because Palmerston North has one relatively small and contiguous alcohol control area in the city, the request for data was for incidents where breaches of the Bylaw occurred during specified time periods, rather than at particular locations:

- July 2014-July 2015 (the period immediately prior to the current Bylaw being adopted)
- July 2018-July 2019 (the period immediately prior to 2020, 2021, and 2022 where COVID-19 restrictions prohibited many public activities from occurring at all)
- July 2024-July 2025 (the most recent full year under the current Bylaw controls)

A summary of breaches of the Alcohol Control Bylaw is shown in *Table 1 (below)*.

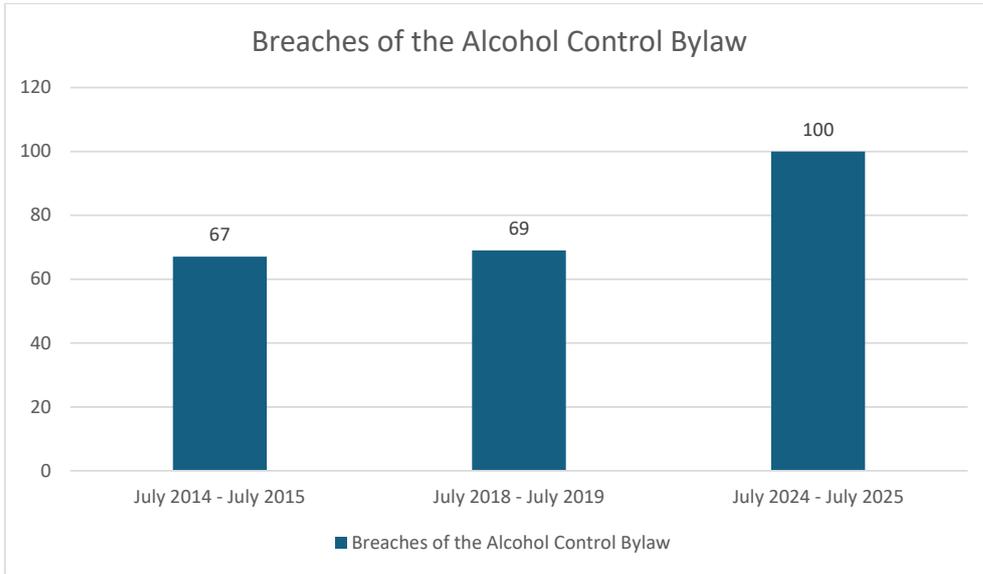


Table 1: Breaches of the Palmerston North Alcohol Control Bylaw 2015

Table 1 includes offences for breaching the following parts of the Bylaw:

- Alcohol brought into an alcohol control area
- Possessing alcohol in an alcohol control area
- Consuming alcohol in an alcohol control area

*NOTE: it is not possible to report on how many people were deterred from consuming alcohol and becoming intoxicated in a public place because the alcohol control exists, or where Police responded to or attended a breach of the Bylaw, but did not record it i.e. a person was asked to dispose of an open container with alcohol in it in the control area by a Police constable, that person did so, and the matter concluded there.

Table 2 (below) shows more detail about which aspects of the bylaw were breached, with minimal difference noted in the 2014-2015 and 2018-2019 periods, and a noticeable increase in the most recent period 2024-2025.

Offence under the Bylaw	July 2014 – July 2015	July 2018 - July 2019	July 2024 - July 2025
Brought alcohol into an alcohol control area	5	6	12
Possessed alcohol in an alcohol control area	33	35	51
Consumed alcohol in an alcohol control area	29	28	37

Table 2: Breaches of the Alcohol Control Bylaw, by control

Table 3 (below) shows all incidents in the alcohol control area (not only breaches of the Bylaw), where alcohol was reported as a contributing factor in another offence.² The purpose of Table 3 is only to provide Elected Members with greater clarity around the range of offences where alcohol was determined to be a contributing factor to another offence (crime or disorder such as fighting in a public place, disorderly behaviour likely to cause violence, wilful damage, speaks threateningly) within the alcohol control area.

Reporting timeframe and type of offence	Count of Incident/Offence ID
July 2014 - July 2015	191
Public order, health, and safety offences	71
Traffic and vehicle offences	120
July 2018 - July 2019	203
Property damage	1
Public order, health, and safety offences	73
Traffic and vehicle offences	129
July 2024 - July 2025	641
Assault	113
Burglary	7
Drug offences	13
Fraud and related offences	5
Harm or endanger persons	8
Offences against justice procedures and orders	28
Property damage	18
Public order, health, and safety offences	176
Residual categories	93
Sexual offences	9
Theft	31
Traffic and vehicle offences	126
Weapons and explosives offences	14
Total alcohol related offences in the alcohol-ban area	1035

Table 3: All offences where alcohol was a contributing factor in the alcohol control area

Table 4 (below) shows the days and months when breaches of the bylaw occurred – the data reflects offences where alcohol was brought into, possessed, or consumed in the alcohol control area. The most common days where breaches of the alcohol control area occur are Friday, Saturday, and Sunday, with the least common days being Monday, Tuesday, Wednesday, and Thursday. Warmer months, and the middle of the year are the most common months when breaches of the Bylaw occur.

² A change in how Police record data occurred in August 2019, where the option became available to list alcohol as a contributing factor to an offence. This is important as the data now reflects a greater range of offences in the 2024-25 period, and therefore a greater number of total offences which are reportable (as reflected in Table 3).

This change in recording of data means that prior to August 2019, an assault where an offender was under the influence of alcohol would not show in the recorded data, as the option to identify alcohol as a contributing factor was not available within the dataset.

	Jan			Feb			March			April			May			Jun			July			Aug			Sept			Oct			Nov			Dec			
	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25	2014-15	2018-19	2024-25				
M	-	-	-	1	-	-	-	1	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-				
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T	1	1	-	2	1	1	-	-	-	-	-	-	-	1	-	1	-	6	-	-	-	1	1	2	-	1	-	3	-	1	1	-	4				
F	-	-	-	-	-	-	-	1	-	1	-	1	3	-	-	2	5	2	-	1	1	2	-	-	1	-	-	-	2	-	-	-	-				
S	-	-	1	-	1	2	3	2	-	-	3	-	-	3	-	4	-	2	5	8	2	-	4	1	2	1	1	-	3	4	2	5	1	6	2		
S	5	-	6	-	-	2	0	5	1	0	1	3	1	-	-	3	2	3	2	1	8	8	2	2	1	-	2	1	6	-	-	4	3	2	1	5	5

Table 4: breaches of the Alcohol Control Bylaw by day and month

Key for Table 4
 July 2014 – July 2015
 July 2018 - July 2019
 July 2024 - July 2025

S.147A LGA is clear that the Council must be satisfied that the consumption of alcohol in a public place is what has caused or made worse (or is likely to cause or make worse) a high level of crime or disorder in that place. Incidents where a person consumed alcohol and became intoxicated outside of a public place (i.e. at a private residence) and then entered a public place such as the CBD, became disorderly or committed other crimes, would not meet the evidentiary threshold stated in the LGA for the Bylaw. The evidentiary standard to implement an alcohol control area is high because the Council is also considering whether a Bylaw, or proposed bylaw, is appropriate and proportionate in light of the crime or disorder which has or is likely to occur in that area.

Police data shows that breaches of the Bylaw are increasing rather than decreasing, and that most offences under the Bylaw occur from Thursday to Sunday during November, December, March, and July. The data also shows that the most common breach of the bylaw is possession of alcohol in the alcohol control area, followed by consuming alcohol in the alcohol control area.

8. Options to address the perceived problem

To determine whether a bylaw is the most appropriate way to address the perceived problem, the Council should consider the reasonably practicable alternative (non-bylaw) options, or combination of options, available to it.

Option 1: non-regulatory community education

This approach involves the Council proactively providing clear information to the community as part of an ongoing education initiative. Education is a proactive way for the Council to discourage people drinking in public places and becoming intoxicated, and reduce the negative behaviours linked to that type of alcohol consumption. Education can include messages explaining how public drinking can lead to increased noise, nuisance, litter, and unsafe or disorderly behaviour. It can also highlight alternative places for people over 18 to drink, such as at licensed venues around the city. The successful implementation of non-regulatory public education would rely on the Council partnering closely with organisations like the Police, MASH Trust, or Mana o te Tangata Trust (organisations that offer alcohol harm prevention services and resources, or which support drug, alcohol, or addiction recovery) to achieve the best outcomes.

Education efforts could be supported through community engagement and clear signage in areas where public drinking and intoxication are likely to occur, such as in the CBD, or parks and reserves.

A non-regulatory public education approach is unlikely to be as effective as a bylaw solution for the perceived problem without a supporting regulatory scheme (like a Bylaw). It requires significant social mandate and social uptake for it to be effective, when there are no other consequences for non-compliance. Voluntary compliance across the whole of the community is essential for this option to have the same effectiveness as a Bylaw to mitigate the risk of alcohol-related harm. In the first instance, the education approach is proactive and preventative. In comparison, a bylaw, while also preventative in nature, also offers corrective or enforcement elements to support it when prevention fails.

Recommendation

An education approach depends on people being willing to respond positively and follow the guidance voluntarily. In most cases, it is reasonable to expect the community to agree that becoming intoxicated and behaving aggressively or unlawfully in public is unacceptable. However, this relies on individuals thinking and acting rationally, which may not always be the case when someone is intoxicated. Education is most effective when used alongside a bylaw, and is therefore recommended as a complementary measure rather than a preferred or primary solution. The enforcement potential of a bylaw is an important and effective way to maintain public health and safety. This option is therefore not more appropriate than a bylaw.

Option 2: use existing regulatory tools and legislation to address alcohol related matters in Palmerston North

The Council has some regulatory ability through the District Plan for alcohol related activities; for example, by determining hours of trade for licensed premises in different zones. However, these rules are not intended to regulate the behaviour of people, and focus primarily on creating and maintaining the amenity and character of different parts of the city.

Through the Sale and Supply of Alcohol Act 2012, the Council can develop a local alcohol policy. A local alcohol policy (LAP) allows the Council to set rules around how alcohol is sold in Palmerston North, including trading hours, outlet density, and where new licences can be located. LAPs can encourage a reduction in alcohol-related harm by limiting the availability or ease of alcohol purchasing and consumption in high-risk environments, and supporting more responsible supply and consumption. LAPs also ensure local needs and expectations/ concerns are met, as communities are able to participate and have their say in the decision-making process for alcohol licences. LAPs further provide a consistent framework for decision-makers, improving the transparency and effectiveness of the licensing process. The Council does not have a LAP in effect at this time.

Increased compliance monitoring of licences issued under the Sale and Supply of Alcohol Act 2012 may also provide an opportunity to address the problem in part, such as offences related to sale of alcohol to intoxicated persons, or sale of alcohol to underage persons.

The Police have the ability to intervene and take enforcement action in response to disorderly behaviour, damage to public property, and other such offences caused by intoxicated persons in public places.

Recommendation

Existing regulation, though useful and effective, is unlikely to provide the most appropriate method to address the perceived problem. These methods would likely be most effective when coupled with controls in a Bylaw. This option is therefore not more appropriate than a bylaw.

Option 3: manage the perceived problem through other initiatives or programmes

The Council has committed in Oranga Papaioea City Strategy and through the Mahere haumarū hapori, hauora hapori Community safety and health plan to being a city where our community is safe and feels safe. The Palmerston North safe community programme has six key priorities, which include injury prevention, crime prevention, and alcohol and other drug harm reduction. Coordinating and supporting community safety and harm reduction initiatives includes providing alcohol licensing services, and coordinating the Safety Advisory Board.

The Council also works with partners like PalmyBID to promote a safer city, through initiatives like the Safe City Hosts programme. This programme runs from Thursday to Saturday evenings in collaboration with the Police by providing City Patrols, and monitoring CCTV to enhance safety for businesses, visitors to the city, and the community.

Other community organisations, such as Street Vans and Red Frogs, provide information on alcohol harm reduction, transport services to intoxicated people or those who have no alternative safe options to get home after a night out, or direct relief in the form of food and non-alcoholic drinks. Services like this contribute to the overall perception of safety in the city, providing a calming presence in busy areas of the city and reducing the risk of harmful behaviour. These initiatives and programmes may become overextended if an alcohol ban with preventative controls supported by compliance and enforcement capabilities did not exist.

Recommendation

Though certainly worthwhile, the above examples of non-regulatory interventions tend to manage the consequences of the perceived problem, rather than offering a proactive or preventative solution to the perceived problem. For these reasons, other initiatives and programmes are recommended to occur alongside a regulatory mechanism such as a bylaw. This option is therefore not more appropriate than a bylaw.

Option 4: continue to implement a Bylaw approach

The Bylaw option means the Council continues its current regulatory approach, by clearly stating the issue or issues its addressing, and it's preferred response to those issues. In this instance, a Bylaw allows the Council to define the problem of people drinking alcohol in public spaces which can lead to intoxication, to define the area where this problem has a negative impact on the community, and to provide the Police with practical enforcement tools to address the problem.

Recommendation

This approach is a reasonably practicable option for the Council, having previously proven effective in addressing the perceived problem in Palmerston North. Continued implementation of a bylaw is likely to be successful given the familiarity the Council, its partners, and the community have with the rules it establishes. This option does not preclude the Council from using other non-regulatory tools in conjunction with a Bylaw. Continuing a Bylaw approach is therefore recommended.

9. Form of Bylaw

Section 155(2) of the LGA requires the Council determine whether the bylaw is the most appropriate form of bylaw. There are principally two forms of bylaw. While it is possible to have a mixture of forms, most Councils opt for one or the other:

- Stand-alone: a bylaw relates to a single issue or activity
- Combined: brings together a range of subjects and issues as a series of chapters within a single bylaw

Stand-alone Bylaw

Palmerston North currently has a suite of stand-alone bylaws, including the Alcohol Control Bylaw. There are advantages to this approach, primarily that it enables the perceived problems to be treated in greater detail than could be achieved if all bylaw controls were combined into a single document. This approach may also benefit the community during engagement and consultation processes. Where a combined bylaw would put many issues to the community during engagement and consultation, a stand-alone bylaw invites the community to consider only one.

Combined Bylaw

A combined bylaw consolidates several largely unrelated activities into one regulatory document. The document may include diverse matters Council wishes to regulate - such as cemeteries and crematoria, waters issues, use of public space, and animal management.

The advantage of a combined bylaw approach is that there is only one document that is referred to, ensuring consistency in definitions and administration of bylaw matters. Disadvantages are that such a substantial document may prove difficult to navigate, and reviewing and amending the bylaw would be complex.

Recommendation

Because the issues and problems which are managed through the Bylaw are specific and distinct from other issues and processes, there are few real benefits to combining these controls with others. If the Council were to determine that a stand-alone bylaw was not the most appropriate form of bylaw and prefer it be combined, staff recommend that the controls be included instead in the Palmerston North Signs and Use of Public Places Bylaw 2015. While the Signs and use of Public Places Bylaw is currently under review, that Bylaw is complex and there is no certainty that it would be reviewed and adopted, with alcohol controls included, before the current Alcohol Control Bylaw expires. Therefore it is recommended the Bylaw continue to be a standalone bylaw.

10. New Zealand Bill of Right 1990 (NZBORA)

The NZBORA affirms specific rights and freedoms and applies to acts done “by any person or body in the performance of any public function, power, or duty conferred or imposed on that person or body by or pursuant to law” (s.3(b)). NZBORA states that the rights and freedoms covered “may be subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society”.

The Council scrutinises this requirement of the NZBORA when it determines whether a Bylaw gives rise to any implications under the Act. Most relevant in the context of the decision making of Council related to bylaws are the general principles of justice covered under s.27 NZBORA, which protect:

- Natural justice: Council must comply with the principles of natural justice when making decisions about rights, obligations or interest that are protected or recognised by the law.
- Right to a court review: If legal rights, obligations or interests have been affected by a decision of Council, there is the ability to apply to the High Court for a “judicial review”.

Recommendation

Preliminary assessment of the current Bylaw against the NZBORA finds it does not raise concern, which is consistent with the previous determinations of the Council. For surety, should the Council recommend future changes to the Bylaw, particularly an increase or reduction in the alcohol control area, another assessment of those amendments against the NZBORA will be required.

11. Conclusion

A Bylaw is an effective way to discourage and minimise the potential for offensive behaviour arising from people drinking and becoming intoxicated in public places. It empowers the Police to seize alcohol from people who are drinking and may become intoxicated in public spaces (including vehicles), issue infringements, and to arrest those who are committing an offence under the Bylaw. From the information contained in this report, and the requirements of s.155 and 147A of the LGA, the following recommendations are given:

Determine that a bylaw is the most appropriate way of addressing the perceived problem (s.155(1) LGA)

This report concludes that a bylaw is the most appropriate way to address the perceived problems related to alcohol control. Other regulatory and non-regulatory methods have been considered and subsequently found to be unlikely to be effective, or as effective, without the types of regulatory compliance that is enforceable through rules in a bylaw.

Determine that a standalone bylaw is the most appropriate form of bylaw (s.155(2)(a) LGA)

The Council currently has no other bylaws which share a common enough perceived problem to that of alcohol control to warrant a combined bylaw approach for this issue. This report therefore recommends that a standalone bylaw is the most appropriate form of bylaw, which is a continuation of previous decisions and the current bylaw approach of the Council.

Determine that the Bylaw does not give rise to any implications under the NZBORA (s.155(2)(b) LGA)

This report concludes that a bylaw does not give rise to any implications under the NZBORA.

Determine that there is evidence the area to which the bylaw is intended to apply has experienced a high level of crime or disorder that can be shown to have been caused or made worse by alcohol consumption in the area; and that the bylaw is appropriate and proportionate in light of that crime or disorder (s.147A LGA).

This report concludes that a high level of crime or disorder, which is caused or made worse by alcohol consumption in the area, has been experienced in the area to which the Bylaw is intended to apply.

Information obtained through Police data has confirmed that breaches of alcohol controls, as well as alcohol-related harm, anti-social behaviour and other offences where alcohol was a contributing factor, continue to occur. Further, information provided in police data confirms that breaches of the alcohol control bylaw and offences where alcohol is a contributing factor are increasing rather than decreasing over time, and that the Police are utilising the Bylaw as an enforcement tool. Weekends, warmer months, and the middle of the year are particularly common times when breaches of the alcohol control bylaw are likely to occur. This report also concludes that the Bylaw is appropriate and proportionate in light of that likely crime or disorder.

12. Next Steps

The current Bylaw will automatically be revoked on 25 August 2027. If the Council determines to continue its alcohol control rules, it will need to replace that bylaw before 24 August 2027.

If it is determined that a bylaw is the most appropriate way to address the perceived problem, staff will begin targeted early engagement with interested and affected parties and partners, as well as broader engagement with the community.

Engagement feedback, as well as additional data obtained internally and externally related to other possible alcohol control areas, will be used to inform the drafting of a replacement bylaw; that draft will be presented to the Committee before the end of 2026 for consultation approval.



PALMERSTON NORTH CITY

**PALMERSTON NORTH
ALCOHOL CONTROL BYLAW 2015**

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Palmerston North Alcohol Control Bylaw 2015

PART ONE

INTRODUCTION

1. TITLE

- 1.1. The title of this Bylaw is the Palmerston North Alcohol Control Bylaw 2015.

2. PURPOSE

- 2.1. This Bylaw is made under the authority of the Local Government Act 2002 for the purposes of reducing the potential for public nuisance and offensive behaviour by people drinking and becoming intoxicated in a public place, and promoting a safe city environment for the use and enjoyment of the public, by reducing the potential for damage to public and private property caused by people drinking and becoming intoxicated in a public place, by regulating or controlling:
- (a) the consumption of alcohol in a public place;
 - (b) the bringing of alcohol into a public place;
 - (c) the possession of alcohol in a public place;
 - (d) in conjunction with a prohibition relating to activities under paragraphs (a) to (c) above, the presence or use of a vehicle in a public place.

3. COMMENCEMENT

- 3.1. This Bylaw will come into force on 1 October 2015.

4. REPEAL

- 4.1. The Palmerston North Liquor Control Bylaw 2010 is repealed with effect from midnight on 30 September 2015.

5. INTERPRETATION

5.1. In this Bylaw:

- Alcohol** means a substance –
- (a) that –
 - (i) is or contains a fermented, distilled, or spirituous liquor; and
 - (ii) at 20°C is found on analysis to contain 1.15% or more ethanol by volume; or
 - (b) that –
 - (i) is a frozen liquid, or a mixture of a frozen liquid and another substance or substances; and
 - (ii) is alcohol (within the meaning of paragraph (a)) when completely thawed to 20°C; or
 - (c) that, whatever its form, is found on analysis to contain 1.15% or more ethanol by weight in a form that can be assimilated by people.
- Alcohol Control Area** means a public place specified in Schedule 1 to this Bylaw, and in respect of which the prohibitions and controls in this Bylaw will apply at any period but does not include:
- (a) any part of an area or premises for which a liquor licence has been issued under the Sale of Liquor Act 1989 or the Sale and Supply of Alcohol Act 2012;
 - (b) any part of an area or premises for which a special licence has been granted pursuant to section 73 of the Sale of Liquor Act 1989 or section 22 of the Sale and Supply of Alcohol Act 2012.
- Council** means the Palmerston North City Council
- Event** means a gathering of persons in a public place, arranged in advance, for a celebration or social occasion.
- Public Place**
- (a) Means a place that is open to or being used by the public, whether free or on payment of a charge, and whether any owner or occupier of the place is lawfully entitled to exclude or eject any person from it; but
 - (b) Does not include licensed premises

Vehicle

means –

- (a) contrivance equipped with wheels, tracks, or revolving runners on which it moves or is moved; and
- (b) includes a hovercraft, a skateboard, in-line skates, and roller-skates; but
- (c) does not include –
 - (i) a perambulator or pushchair;
 - (ii) a shopping or sporting trundler not propelled by mechanical power;
 - (iii) a wheelbarrow or hand-trolley;
 - (iv) a pedestrian-controlled lawnmower;
 - (v) a pedestrian-controlled agricultural machine not propelled by mechanical power;
 - (vi) an article of furniture;
 - (vii) a wheelchair not propelled by mechanical power;
 - (viii) any rail vehicle.

PART TWO
CONTROL OF ALCOHOL IN PUBLIC PLACES

6. CONTROL OF ALCOHOL IN ALCOHOL CONTROL AREA

6.1. No person may:

- (a) bring alcohol into an Alcohol Control Area; or
- (b) consume alcohol in an Alcohol Control Area, or in a vehicle within an Alcohol Control Area; or
- (c) possess alcohol in an Alcohol Control Area, or in a vehicle within an Alcohol Control Area;

unless an exception applies.

7. EXCEPTIONS

7.1. As provided for in section 147(4) of the Local Government Act 2002, this Bylaw does not prohibit, in the case of alcohol in an unopened container:

- (a) The transport of that alcohol from licensed premises that adjoin the Alcohol Control Area during any period when, under the Sale of Liquor Act 1989 or the Sale and Supply of Alcohol Act 2012, it is lawful to sell alcohol on those premises for consumption off the premises, provided that the alcohol is promptly removed from the Alcohol Control Area.
- (b) The transport of that alcohol from outside the Alcohol Control Area for delivery to licensed premises that adjoin the Alcohol Control Area.
- (c) The transport of that alcohol from outside the Alcohol Control Area to premises that adjoin the Alcohol Control Area by, or for delivery to, a resident of those premises or his or her bona fide visitors.
- (d) The transport of that alcohol from premises that adjoin the Alcohol Control Area to a place outside the Alcohol Control Area by a resident of those premises, provided the alcohol is promptly removed from the Alcohol Control Area.

8. SIGNAGE

8.1. The Council shall display signs within the Alcohol Control Area to provide information to the public on the terms of the Bylaw.

8.2. To avoid any doubt, the temporary absence of signage in any public place does not authorise breach of this Bylaw.

PART THREE

ENFORCEMENT

9. OFFENCES

- 9.1. Any person who does not comply with the provisions of this Bylaw commits an offence.

10. POWERS OF THE POLICE

- 10.1. In an Alcohol Control Area, in accordance with sections 169 and 170 of the Local Government Act 2002, Police may:

- (a) For the purpose of ascertaining whether alcohol is present search:
 - (i) a container (e.g. a parcel, package, bag or case) in the possession of a person who is in, or entering, an Alcohol Control Area;
 - (ii) a vehicle that is in, or is entering, an Alcohol Control Area.
- (b) Seize and remove alcohol and its container if the alcohol is in an Alcohol Control Area in breach of the Bylaw;
- (c) Arrest a person the Police finds committing an offence;
- (d) Arrest a person who has refused to comply with a request by a member of the Police:
 - (i) to leave the Alcohol Control Area, or
 - (ii) to surrender to a member of the Police the alcohol that, in breach of the Bylaw, is in the person's possession.

- 10.2. Before exercising the power of search under clause 10.1 in relation to a container or a vehicle, a member of the Police shall:

- (a) Inform the person in possession of the container or the vehicle, as the case may be, that he or she has the opportunity of removing the container or the vehicle from the Alcohol Control Area; and
- (b) Provide the person with a reasonable opportunity to remove the container or the vehicle, as the case may be, from the Alcohol Control Area.

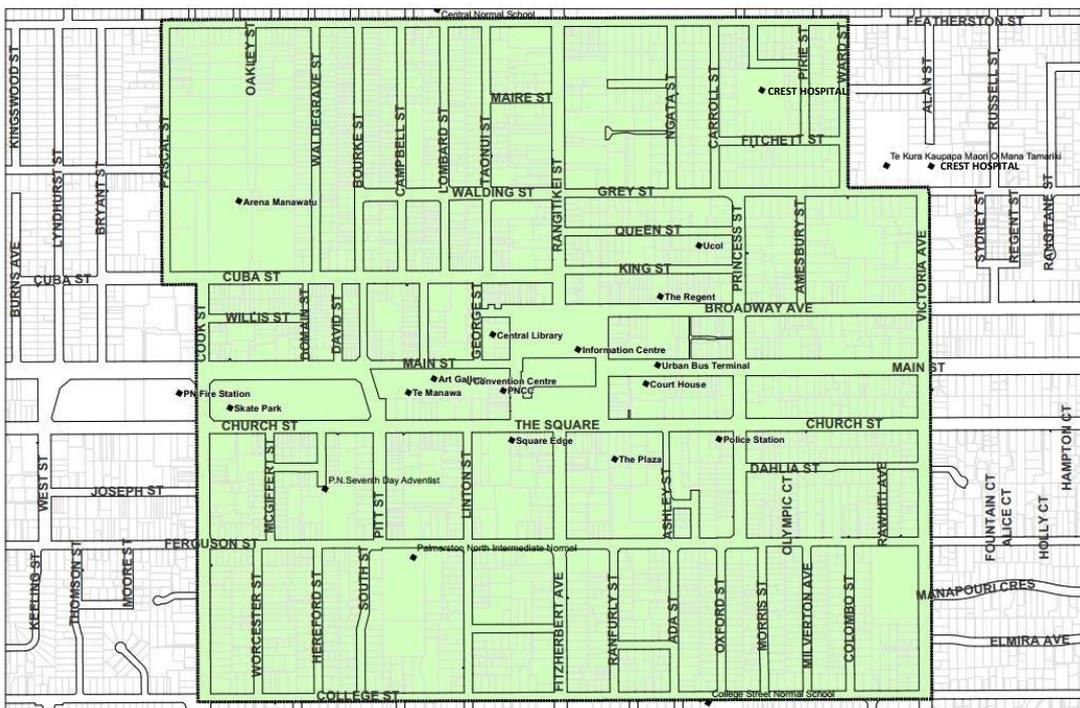
11. PENALTY

- 11.1. Any breach of this bylaw is an infringement offence under section 243 of the Local Government Act 2002, and is subject to an infringement notice and penalty as set out in regulations made pursuant to section 259 (1)(b) of the Local Government Act 2002.

SCHEDULE ONE ALCOHOL CONTROL AREA

The Alcohol Control Area includes all public places within the area bounded by and including from the intersection of Featherston Street and Ward Street along Featherston Street to Pascal Street, then along Pascal Street to the intersection with Cuba Street, along Cuba Street to the intersection with Cook Street, then along Cook Street to College Street, then along College Street to Victoria Ave, then along Victoria Ave to the intersection with Grey Street, along Grey Street to the intersection with Ward Street, then along Ward Street to the intersection with Featherston Street.

The map below shows the Alcohol Control Area within the dotted line:



Palmerston North Central Business District Alcohol Control Area Alcohol Ban Area Adopted 2010

COMMITTEE WORK SCHEDULE

TO: Community Resilience & Sustainability Committee

MEETING DATE: 11 March 2026

TITLE: Committee Work Schedule - March 2026

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

COMMITTEE WORK SCHEDULE – FEBRUARY 2026

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

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

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

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

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