



PAPAIOEA
PALMERSTON
NORTH
CITY

PALMERSTON NORTH CITY COUNCIL

AGENDA

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

9:00 AM, WEDNESDAY 29 APRIL 2026

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

MEMBERS

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

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

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

AGENDA ITEMS, IF NOT ATTACHED, CAN BE VIEWED AT

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

Waid Crockett

Chief Executive | PALMERSTON NORTH CITY COUNCIL

COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE MEETING

29 April 2026

ORDER OF BUSINESS

1. Karakia Timatanga

2. Apologies

3. Notification of Additional Items

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

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

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

4. Declarations of Interest (if any)

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

5. Public Comment

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

- | | | |
|------------|---|----------|
| 6. | Confirmation of Minutes | Page 7 |
| | That the minutes of the Community Resilience & Sustainability Committee meeting of 11 March 2026 Part I Public be confirmed as a true and correct record. | |
| 7. | Annual Sector Lead Report: MASH Trust | Page 13 |
| | Memorandum, presented by Martin Brady, Acting Senior Community Development Advisor. | |
| 8. | Annual Sector Lead Report: Niuvaka Trust | Page 25 |
| | Memorandum, presented by Amy Viles, Acting Manager Community Development. | |
| 9. | Annual Sector Lead Report: Te Tihi o Ruahine Whānau Ora Alliance | Page 45 |
| | Memorandum, presented by Amy Viles, Acting Manager Community Development. | |
| 10. | Bill Brown Park - Proposal to Grant an Easement on Reserve Land to Powerco | Page 63 |
| | Report, presented by Perene Green, Property Officer. | |
| 11. | Draft Stormwater Strategy | Page 69 |
| | Memorandum, presented by Hilary Webb, Planner City Planning & Jono Ferguson-Pye, Manager City Planning. | |
| 12. | Committee Work Schedule - April 2026 | Page 103 |
| 13. | Karakia Whakamutunga | |

14. Exclusion of Public

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

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

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

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

PALMERSTON NORTH CITY COUNCIL

Minutes of the Community Resilience & Sustainability Committee Meeting Part I Public, held in the Council Chamber, First Floor, Civic Administration Building, 32 The Square, Palmerston North on 11 March 2026, commencing at 9.01am.

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

Karakia Timatanga

Councillor Debi Marshall-Lobb opened the meeting with karakia.

Councillor Orphée Mickalad left the meeting at 9.03am

5-26 Apologies

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

1. That the Committee receive the apologies.

Clause 5-26 above was carried 13 votes to 0, the voting being as follows:

For:

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

6-26 Confirmation of Minutes

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

Moved Lorna Johnson, seconded Brent Barrett.

The COMMITTEE RESOLVED

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

true and correct record.

Clause 6-26 above was carried 12 votes to 0, with 1 abstention, the voting being as follows:

For:

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

Abstained:

Councillor Debi Marshall-Lobb.

Councillor Orphée Mickalad entered the meeting at 9.11am.

7-26

Annual Sector Lead Report: Environment Network Manawatū

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

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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

Clause 7-26 above was carried 14 votes to 0, the voting being as follows:

For:

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

8-26

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

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

Moved Lorna Johnson, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

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

Clause 8-26 above was carried 14 votes to 0, the voting being as follows:

For:

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

9-26

Annual Sector Lead Report: Manawatū Multicultural Council

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

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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

Clause 9-26 above was carried 14 votes to 0, the voting being as follows:

For:

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

The meeting adjourned at 10.35am.

The meeting resumed at 10.55am.

10-26

Welcoming Communities Annual Report

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

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

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

Clause 10-26 above was carried 14 votes to 0, the voting being as follows:

For:

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

11-26

Resource Recovery Section 17A Review

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

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

Councillor Mark Arnott left the meeting at 11.44pm.

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RECOMMENDS**

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

[Moved Brent Barrett, seconded William Wood]

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

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

For:

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

12-26

Climate Action Plan Engagement Analysis

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

Councillor Mark Arnott entered the meeting at 12.05pm.

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

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

Moved Kaydee Zabelin, seconded Grant Smith.

The **COMMITTEE RESOLVED**

1. That the Chief Executive continue to develop a community-focused city-wide climate action plan, including the articulation of local co-benefits and the identification of projects that may attract co-funding, to inform the Long Term Plan process.

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

For:

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

Against:

Councillors Lorna Johnson and Hayden Fitzgerald.

[Moved Lorna Johnson, seconded Rachel Bowen]

Note:

On the recommendation:

- “1. That the Committee refer the Climate Action Plan Engagement Analysis to the 2027-37 Long Term Plan development process, specifically the review of the Climate Change and Sustainability Plan, and continue development of the draft Climate Action Plan, including community-led initiatives.”

The recommendation was lost 7 votes to 6.

For:

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

Against:

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

13-26

Palmerston North Alcohol Control Bylaw 2015 - Section 155 Determination Report

Report, presented by Stacey Solomon, Policy Analyst.

Moved Lorna Johnson, seconded Brent Barrett.

The **COMMITTEE RESOLVED**

1. That the Committee make the determinations required under s.155 of the Local Government Act 2002, that:
 - a. a bylaw is the most appropriate way to address the perceived problem relating to the possession and consumption of alcohol in public places, and the bringing of alcohol into public places, in Palmerston North
 - b. a standalone bylaw is the most appropriate form of bylaw
 - c. a bylaw will not give rise to implications under the NZBORA
2. That the Committee determine it is satisfied, as required under s. 147A of the Local Government Act 2002, that:
 - a. the bylaw can be justified as a reasonable limitation on people’s rights and freedoms; and
 - b. there is evidence that the area to which the bylaw is intended to apply has experienced a high level of crime or disorder that can be shown to have been caused or made worse by alcohol consumption in the area; and
 - c. the bylaw is appropriate and proportionate in the light of that crime or disorder.
3. That the Chief Executive prepare a revised Alcohol Control Bylaw for further consideration by the Committee.

Clause 13-26 above was carried 14 votes to 0, the voting being as follows:

For:

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

14-26 Committee Work Schedule - March 2026

Moved Lorna Johnson, seconded Kaydee Zabelin.

The **COMMITTEE RESOLVED**

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

Clause 14-26 above was carried 14 votes to 0, the voting being as follows:

For:

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

Karakia Whakamutunga

Councillor Debi Marshall-Lobb closed the meeting with karakia.

The meeting finished at 1.01pm.

Confirmed 29 April 2026.

Chair

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Annual Sector Lead Report: MASH Trust

PRESENTED BY: Martin Brady, Acting Senior Community Development Advisor

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: MASH Trust' presented on 29 April 2026.
-

1. ISSUE

- 1.1 MASH Trust is a new Sector Lead organisation and is delivering its first report (July – December 2025), which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of MASH Trust against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

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

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

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

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

a. MASH Trust’

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

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

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

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

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

3. REPORT ANALYSIS

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

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

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

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

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

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

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

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

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

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

- 3.8 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.9 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is ‘better off’ because of the activities or services, as well as ‘how much’ of the activity or service was delivered and ‘how well’ it was delivered. This performance measure data provides an evidence base to support the information in the report. Performance measure data for the period 1 July 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.
- 3.10 The performance measure data provides an evidence base to support the information in the annual report.
- 3.11 Satisfaction levels from survey respondents are low for the SPG reporting period, with only 39.6% of surveyed respondents indicating satisfaction, improved life skills, greater whanaungatanga, and an increased sense of safety. MASH Trust has provided reasoning in their annual report for the low client satisfaction rates in the six-month reporting period July to December 2025; relating to the dynamic and complex nature of their work, coupled with the approach to surveying clients to date.
- 3.12 Staff would expect to see an improvement in satisfaction levels in the next two reporting periods (January to June and July to December 2026) against the successful delivery of funded agreed activities. Staff will continue to monitor performance and to support MASH Trust in adapting their approach to gathering feedback. Analysis of

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

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

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of MASH Trust for the six-month period July to December 2025.
- 4.2 Staff have assessed that MASH Trust are performing well against their agreed activities across the board. The organisation continues to demonstrate a well-managed growth in response to increasing community demand.
- 4.3 The Trust collaborates with several external organisations to enable outreach clinics, workshops and wellbeing initiatives to occur at LUCK venue.
- 4.4 In addition, MASH Trust provides credible and influential advocacy on key social issues, consistently representing the interests of the community and social sector with professionalism and integrity.

5. NEXT STEPS



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

6. COMPLIANCE AND ADMINISTRATION

| | |
|---|------------|
| Does the Committee have delegated authority to decide? If Yes quote relevant clause(s) from Delegations Manual Clause 4.4: Receive or note any report or memorandum or other information submitted to the Committee. | Yes |
| Are the decisions significant? | No |
| If they are significant do they affect land or a body of water? | No |
| Can this decision only be made through a 10 Year Plan? | No |
| Does this decision require consultation through the Special Consultative procedure? | No |

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

ATTACHMENTS

1. MASH Trust Annual Sector Lead Report 2025 [↓](#) 
2. MASH Trust Performance Measures Data 2025 [↓](#) 

Sector Leads – MASH Trust July – December 2025

Prepared by Danu Sefton

Section 1: Introduction

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

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

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

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

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

Section 2: Contribution to PNCC Outcomes

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

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

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

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

LUCK as an emerging collaborative community hub:

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

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

Strategic leadership and innovation:

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

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

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

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

Client Satisfaction Rates

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

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

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

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

Section 3: Challenges and opportunities ahead

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

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

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

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

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

Section 4: Reflections and conclusions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Annual Sector Lead Report: Niuvaka Trust

PRESENTED BY: Amy Viles, Acting Manager Community Development

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Niuvaka Trust presented on 29 April 2026.'
-

1. ISSUE

- 1.1 Niuvaka Trust is a new Sector Lead organisation and is delivering its first report (July – December 2025), which is appended to this memorandum in Attachment 1.
- 1.2 Reporting to Council is required under the Sector Lead Partnership Agreement structure.
- 1.3 Analysis of the performance of Niuvaka Trust against agreed activities and outcomes is included in this memorandum below.

2. BACKGROUND

- 2.1 The Sector Lead Partnership model was trialled from 1 July 2022 – 30 June 2023, and was approved to continue, as per Council's resolution of 18 December 2023:

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

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

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

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

b. Niuvaka Trust’

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

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

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

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

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

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

3. REPORT ANALYSIS

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

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

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

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

3.7 Table 1: Assessment of agreed activities

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

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

- 3.8 Alongside an annual report which provides information on the agreed activities, Sector Lead organisations are required to provide six-monthly performance measure data for a range of indicators related to their activities.
- 3.9 The measures are based on a Results Based Accountability approach, where impact of effort is demonstrated by measurement of who is 'better off' because of the activities or services, as well as 'how much' of the activity or service was delivered and 'how well' it was delivered. This performance measure data provides an evidence base to support the information in the annual report. Performance measure data for the period 1 July 2025 to 31 December 2025 is appended to this memorandum at Attachment 2.
- 3.10 The performance measure data provides an evidence base to support the information in the annual report.

4. CONCLUSION

- 4.1 This memorandum has provided background to and comment on the annual report of Niuvaka Trust for 2025.
- 4.2 Staff have assessed that Niuvaka Trust is performing well against its agreed activities. The organisation is delivering on its strategic direction through a combination of direct service delivery and sector leadership, addressing immediate community needs while contributing to longer-term outcomes for Pasifika communities. Niuvaka Trust remains aligned to its core purpose and values, while continuing to strengthen its capability, partnerships, and approach to achieving improved wellbeing outcomes for the wider community.

5. NEXT STEPS



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

6. COMPLIANCE AND ADMINISTRATION

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

| | |
|---|--|
| <p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p> | <p>Sector Lead organisations contribute to the achievement of Council’s strategic direction, particularly Goals 2, 3, and 4, which seek to enhance the social, economic, environmental, and cultural wellbeing of the community.</p> |
|---|--|

ATTACHMENTS

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



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NIUVAKA TRUST SECTOR LEAD REPORT

JULY – DECEMBER 2025

SECTION 1: INTRODUCTION




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

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

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

OUR STRATEGIC PILLARS

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

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

NIUVAKA TRUST'S KEY SERVICES

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

SECTION 2: CONTRIBUTION TO PNCC OUTCOMES & AGREED ACTIVITIES

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

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

Niuvaka Trust continues to focus on the following priority areas:

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

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

2.1 Maintain Strategic Leadership Role Within the Sector

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

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

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

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

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

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

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

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



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

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



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

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

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

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

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

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

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

Feedback from participants includes:

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

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



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

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

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

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

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

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





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



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



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

Ola Lelei Training & Employment Hub

Participant Case Study

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

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

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

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

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

Broader impacts

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

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

On-going support

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

Pasifika Whānau Ora Navigation Service

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

Pasifika Health Services

Niuvaka also provide the following services within our health space:

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





SECTION 3: CHALLENGES & OPPORTUNITIES AHEAD

Community Wellbeing

The challenges for Pacific communities continue to be the same in terms of the increased costs of living, facing many barriers and challenges such as digital equity and exclusion, financial literacy, language, no drivers licence, equitable access to appropriate services, kai insecurity, healthy and affordable housing and unemployment.

MSD advised us there has been a 22% increase of Pasifika going onto a benefit in the Central region in the last year, which was the biggest increase right across Aotearoa. This is consistent with what we are seeing through all our services. Having held the MSD Pacific Employment Action Plan (PEAP) funding and contract for the last 18 months, we have been supporting Pacific people to upskill and pathway into employment, we met our targets in the first year of the two-year contract which evidenced the need and demand for such services and support. Unfortunately, the Government have decided to cut this funding from June 2026, however due to our success with the PEAP service, we were invited to apply to a closed tender to pilot the new Alo Vaka Pacific Employment Service with MSD which has just started in February 2026. This new service is solely focussed on reducing the number of Pacific peoples on a jobseeker benefit, enabling them access to skill building opportunities, addressing cultural barriers that hinder workforce participation and supporting them into sustainable employment.

Through Niuvaka Trust’s wider service offerings, we are able to assist with many of the barriers outlined above, however, these challenges and barriers are not able to be removed or minimised by just Niuvaka alone, this is where

collective impact using the strengths of many across the sector will support better overall outcomes for Pasifika communities and the wider community as a whole.

Future Sustainability

The ever-changing landscape of funding and contract tenders is always a challenge for charitable organisations such as Niuvaka Trust, as we must constantly remain agile enough to adjust to changes relating to what the government of the day requires as measured outcomes and focus areas from their public service providers. Grants and philanthropic funding pools are decreasing in volume while also becoming heavily oversubscribed at the same time, therefore putting a strain on our resourcing and capacity to deliver more services to Pacific communities, as well as support capability building across the wider sector.

Equally, heavy strategic intent has been placed on being as diverse as possible in funding approaches to continue to not only provide our existing suite of services, but also constantly improve and build on these services both in size and scope. Niuvaka Trust are exploring options and opportunities in the Social Enterprise space as a way of diversifying income streams to continue to be sustainable into the future.

Funding Opportunities

Niuvaka Trust’s Pasifika Cultural Centred 2-day Training is delivered for an investment of \$700 per person excluding GST. In the reporting period, we had a significant number register to attend, however some pulled out partially due to the cost being a barrier and organisations not having a professional development budget to cover the investment cost. This highlighted and demonstrated that across the sector there is a need to access funding to be able to deliver the training at low or no cost to community organisations and the not-for-profit sector. Given Niuvaka Trust is the only Pasifika Health and Social Service Provider in our region, we do not have the capacity and resourcing to service all 5,840 Pacific peoples in Palmerston North, therefore it is imperative that non-Pasifika organisations be equipped to better support and understand the needs and challenges of Pasifika communities. When Niuvaka Trust is supported with additional funding to deliver this training across the wider sector, the impact and benefit for not only Pasifika communities but also the sector, will be significant in terms of strengthening the sectors capability to deliver and provide culturally appropriate support.

SECTION 4: REFLECTIONS & CONCLUSIONS

We wish to acknowledge Palmerston North City Council and the Community Development Team for the ongoing support of Niuvaka Trust. The role of the Sector Leads is vital to have our collective strengths and efforts across the wider network and sector to contribute to and support the achievement of Pasifika aspirations through cultural, health and economic wellbeing.

As mentioned in our contribution to ‘What Really Matters 2026’, Niuvaka is advocating to build on the Memorandum of Understanding PNCC has with Ministry for Pacific Peoples to expand on pursuing Pacific-focused wellbeing goals of thriving languages, cultures, resilient communities, and youth development with the establishment of a Pasifika Advisory Group with Pacific leadership that is representative of cross sectors, community groups and providers to develop and co-design a Pacific Strategy and monitor initiatives to support achievement of Pacific cultural wellbeing outcomes.

We strongly advocate for the continuation of the Sector Lead concept moving forward to ensure collectively we can achieve better outcomes for Pasifika communities. This in turn supports Palmerston North City Council in achieving its Strategy, Vision and Goals across the city. We also strongly advocate for an increase in funding of the Strategic Priority Grants and Sector Leads to support the continuation of ensuring intergenerational impact and outcomes are achieved for Pasifika communities.

Niuvaka Trust Performance Measure Data for 1 July – 31 December 2025

| RBA | Performance Measure | Comments | 1 July 2025 – |
|-----|---------------------|----------|---------------|
|-----|---------------------|----------|---------------|

| | | | 31 Dec 2025 |
|------------|---|---|--|
| 'How much' | Total number of <u>social service workshops</u> delivered for community | <ul style="list-style-type: none"> • Mo tu vakarau tu ena cakacaka - Work Ready Workshops (CV & Letter Writing, Job Interview Preparation, Job Obligations) • Kia Tere ki Mua – Financial Literacy Workshops • Aroa Talanoa – Introduction Workshops • Ola Lagi – Digital Literacy Workshops <p>The Ola Lagi Workshops are delivered weekly across a three-week period and the Kia Tere Ki Mua and Aroa Talanoa Workshops are delivered weekly across a four-week period.</p> <p>The Aroa Talanoa Workshops form the basis of what our clients needs are, and what services we can offer in-house or by referral.</p> | 15 |
| | Total number of <u>community participants in social service workshops</u> | | 177 |
| | Total number of workshops delivered for the <u>Pasifika Cultural Centred Training programme</u> | <p>1-hour online workshop delivered to Nuclear Medicine professionals from Aotearoa and Australia: 9 July 2025 Attendees: 15</p> <p>Te Whatu Ora Medical Imaging Symposium: 13 September 2025 Attendees: 55</p> <p>2-day workshop delivered to participants from various organisations: 20 & 21 November 2025 Attendees: 17</p> | 3 |
| | Total number of <u>organisations who attended Pasifika Cultural Centred Training programme</u> | <ul style="list-style-type: none"> • Te Whatu Ora • Department of Internal Affairs • Massey University • Te Tihi O Ruahine Whānau Ora Alliance • Best Care Whakapai Hauora • Niuvaka Trust <p>Please note: The attendees from the online Nuclear Medicine workshop were from both Australia and New Zealand and we are not aware of which organisations they were employed with so have listed it all under Te Whatu Ora, however that may not accurately reflect the true number of organisations who attended in the reported period.</p> | <p>6 Organisations</p> <p>87 Attendees</p> |
| 'How well' | Percentage of <u>community participants</u> who report they were highly satisfied/satisfied with the workshop they engaged in | 61 participants: July-September 2025 20 participants: October-December 2025 | 45.76% (81 out of 177 participants) |
| | Percentage of <u>organisations</u> who report they were highly satisfied/satisfied with the programme they participated in | 6 organisations reported they were highly satisfied | 100% (6 out of 6 organisations) |

| | | | |
|---------------------|---|--|--|
| 'Better off' | Percentage of <u>community participants</u> who report gaining new knowledge or skills as a result of their participation in the workshop | <p>61 participants attending social services workshops from July-September 2025 acknowledged they had gained new knowledge and skills because of participating in the workshops. The remaining participants submitted incomplete evaluations because of limited digital capabilities.</p> <p>20 participants attending social services workshops from October-December 2025 acknowledged they had gained new knowledge and skills because of participating in the workshops. The remaining participants submitted incomplete evaluation data or did not complete a survey.</p> <p>Please Note: At the end of some workshops, participants left without completing surveys, we have altered our approach to ensure evaluations are completed before the end of the workshops to maximise the capability to capture evaluation data and feedback.</p> | 45.76% (81 out of 177 participants) |
| | Percentage of <u>community participants</u> who report feeling more confident as a result of their participation in the workshop | 81 reported feeling more confident from participating in our workshops. | 45.76% (81 out of 177 participants) |
| | Percentage of <u>organisation participants</u> who report feeling more confident in their ability to engage with Pasifika communities as a result of participating in the <u>Pasifika Cultural Centred Training programme</u> | <p>87 participants from 6 organisations completed the survey.</p> <ul style="list-style-type: none"> • 86 reported and acknowledged that they feel more confident to engage with Pasifika communities because of participating in the Pasifika Cultural Centred Training • 1 participant reported a response of 5 on a scale of 1 to 10, this single feedback was an anomaly and was in stark contrast to all other feedback received. | 99% (86 of 87 participants) |

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

| Performance Measures | | Jul-Dec 2025 |
|-----------------------------|---|---------------------|
| "How much" | Total number of social service workshops delivered for community. | 15 |
| | Total number of community participants in social service workshops. | 177 |
| | Total number of workshops delivered for the Pasifika Cultural Centred Training programme. | 3 |
| | Total number of organisations who attended Pasifika Cultural Centred Training programme. | 6 |

| Performance Measures | | Jul-Dec 2025 |
|-----------------------------|---|------------------------------------|
| "How well" | Percentage of community participants who report they were highly satisfied/satisfied with the workshop they engaged in. | 45.76% (81 out of 177) |
| | Percentage of organisations who report they were highly satisfied/satisfied with the programme they participated in. | 100% (6 out of 6 organisations) |

| Performance Measures | | Jul-Dec 2025 |
|-----------------------------|--|---------------------------|
| "Better off" | Percentage of community participants who report gaining new knowledge or skills as a result of their participation in the workshop. | 45.76% (81 out of 177) |
| | Percentage of community participants who report feeling more confident as a result of their participation in the workshop. | 45.76% (81 out of 177) |
| | Percentage of organisation participants who report feeling more confident in their ability to engage with Pasifika communities as a result of participating in the Pasifika Cultural Centred Training programme. | 99% (86 out of 87) |

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

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

PRESENTED BY: Amy Viles, Acting Manager Community Development

APPROVED BY: Danelle Whakatihi, General Manager Customer & Community

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

1. That the Committee receive the memorandum titled 'Annual Sector Lead Report: Te Tihi Ruahine o Whānau Ora Alliance' presented on 29 April 2026.
-

1. ISSUE

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

2. BACKGROUND

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

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

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

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

3. REPORT ANALYSIS

- 3.1 Te Tihi o Ruahine Whānau Ora Alliance is a Charitable Trust and receives Sector Lead funding from Council to provide the ‘container of change’ (project management backbone) support for Ora Konnect. Ora Konnect is a Whānau Ora Collective Impact alliance made up of a range of partners (including local for purpose social services in the 4412 and government agencies). Te Tihi are a partner within the Ora Konnect collective, as are Council.
- 3.2 Te Tihi was established in 2013 and is an alliance comprised of 9 Hapū, Iwi and Iwi Māori organisations. Te Tihi provide project management, process development, data analysis, and capability and capacity building support within a Whānau Ora framework.
- 3.3 A three-year Partnership Agreement commenced between Te Tihi Ruahine o Whānau Ora Alliance and the Council in July 2025, for the period 1 July 2025 to 30 June 2028. The Agreement stipulates that activities funded contribute to the achievement outcomes within the Council’s Whāinga 3: He hapori tūhonohono, he hapori haumaruru Goal 3: A connected and safe community.
- 3.4 The activities funded through this Partnership Agreement align with the following outcomes:
 - Community social service groups and facilities that are well supported and invested in
 - the support they want to live healthy lives
 - access to services and facilities that are inclusive and appropriate for their needs
 - opportunities to contribute to the design of our community
- 3.5 Additional to Council funding, Te Tihi receives multiple and diverse sources of income and funding. Te Tihi works towards meeting several different investment outcomes through its activities, the majority of which are not funded by Council.

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

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

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

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

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

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

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

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

4. CONCLUSION

4.1 This memorandum has provided background to and comment on the annual report of Te Tihi o Ruahine Whānau Ora Alliance for 2025.

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

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

5. NEXT STEPS

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



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

6. COMPLIANCE AND ADMINISTRATION

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

| | |
|-------------------------|--|
| and cultural well-being | and cultural wellbeing of the community. |
|-------------------------|--|

ATTACHMENTS

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

PNCC Sector Leads - Report

Section 1: Introduction

Te Tihi o Ruahine Whānau Ora Alliance is an alliance of nine hapū, iwi and Māori voluntary organisations and service providers across the MidCentral region:

- BestCare Whakapai Hauora (Rangitāne)
- Te Wakahuia Trust
- He Puna Hauora
- Raukawa Māori Wardens
- Māori Women's Welfare League – Rangitāne and Ngāti Kauwhata peka
- Ngā Kaitiaki o Ngāti Kauwhata
- Te Roopu Hokowhitu (Ngāti Raukawa ki te Tonga)
- Te Kete Hauora o Tamaki nui a Rua
- Muaūpoko Tribal Authority

Te Tihi is committed to advancing the wellbeing and aspirations of whānau, hapū, iwi and hāpori Māori across the MidCentral region. Our aim is to mobilise whānau-centred innovation, strengthen Māori service delivery, and uphold Te Tiriti o Waitangi through culturally grounded approaches. We work collaboratively across sectors to design and deliver solutions that are led by whānau voice, guided by mātauranga Māori, and focused on meaningful, sustainable outcomes.

Te Tihi is governed through an Alliance Board with representatives from each home organisation, ensuring shared decision-making and accountability. Each home organisation retains mana motuhake and leads its own locally designed kaupapa that reflect the unique identities, aspirations and strengths of their communities. Their mahi spans health and wellbeing, rangatahi development, cultural revitalisation, housing, education, and whānau-centred support, alongside initiatives in science, youth employment pathways, Youth Justice, workforce development, environmental restoration, creative industries and wāhine Māori leadership.

Te Tuahiwi, Te Tihi's backbone infrastructure, supports the home organisations by coordinating shared kaupapa, advocating for collective impact and amplifying whānau voice. Te Tuahiwi operates across key strategic wāhanga including

- Kaupapa Innovation: Whānau centred design, development and improvement of projects, products, processes and services
- Te Whaiao: Service Quality and Improvement

- Orooro Matua: Fit for purpose communications
- Te MataRau: Innovation of end-to-end Digital systems and solutions
- Te Mana Whakahaere Raraunga: living Māori Data Sovereignty
- Pihikia te Poutama: Advancement of skilled and high-functioning Kaimahi
- Puna Ora: Advocacy and coordination of collective, shared and cross sector initiatives for Māori advancement; including Pathways to Home Ownership, Participation in Democracy, and **Collective Impact**.

Ora Konnect and the connection to Te Tihi

Ora Konnect is a tangata whenua-led collective impact initiative focused on “4412 - Connecting Communities for Wellbeing” in the South Western suburbs of Palmerston North (Awapuni, Highbury, Cloverlea, Tākaro and surrounding suburbs). It brings together local whānau, iwi, community leaders and services to:

- strengthen place-based leadership
- connect whānau to supports and opportunities
- grow community-led responses to systems challenges
- ensure that decisions about the 4412 are informed by the people who live there.

Te Tihi provides backbone and the Container of Change support to Ora Konnect through Te Tuahiwi; particularly in data, communications, kaupapa innovation and workforce development, while Ora Konnect anchors the lived realities and aspirations of 4412 whānau.

Section 2: Contribution to PNCC Outcomes

Palmerston North City Council has the vision of ‘He iti rā, he iti pounamu – Small city benefits, big city ambition’ and a goal for Palmerston North to be a connected and safe community. During 2025, our activities as Ora Konnect have contributed to the following outcomes under Whāinga 3: He hapori tūhonohono, he hapori haumarū – A connected and safe community:

- Community social service groups and facilities are well supported and invested in.
- People have the support they need to live healthy lives.
- Communities have access to services and facilities that are inclusive and appropriate for their needs.
- Community members have opportunities to contribute to the design of their community.

From January to December 2025, Ora Kōnnect strengthened community infrastructure, built capability across the sector and delivered meaningful outcomes for whānau across the 4412. By centring whānau voice, weaving insight with data and supporting community-led action, Ora Kōnnect advanced PNCC outcomes under Whāinga 3 and strengthened long-term pathways for wellbeing and collective change in the 4412 community.

How We Demonstrated This Contribution:

Illuminating whānau aspirations and lived experiences

A central focus of Ora Kōnnect during 2025 was elevating whānau voice and ensuring that the lived experiences and aspirations of the 4412 community guided our collective mahi. The development of *He Ao Tōmua, He Iwi Tōnui* brought together kōrero from more than 600 community members through surveys, interviews and workshops, including engagement with several schools across the 4412.

This focus was intentional, recognising that rangatahi, Māori, Pasifika and RIMA communities are often under-represented in formal planning processes, despite experiencing disproportionate impacts across wellbeing, education and social systems. A deliberate emphasis was therefore placed on capturing kōrero from these communities to ensure the collective direction is both equitable and grounded in the realities of whānau lived experience.

The kōrero gathered through this process now forms the foundation for Ora Kōnnect's forward direction. The themes that follow reflect the aspirations whānau shared for a thriving 4412 and provide a community-led guide for prioritising future action.

Kai and Food Sovereignty

Whānau described kai as culture, identity and connection. Many expressed strong aspirations to grow, prepare and share kai in culturally meaningful ways, while also highlighting barriers such as food cost, limited access to land and tools, uneven food availability and limited opportunities to learn practical skills. Whānau want more spaces, support and learning opportunities that strengthen kai sovereignty and recognise kai as essential infrastructure for wellbeing.

Hauora and Meaningful Connections

Whānau emphasised that wellbeing is relational; shaped by time spent together, connection to whenua, opportunities to move and play, and everyday acts of aroha and care. Barriers included stress, cost, and limited access to culturally inclusive spaces. Whānau also emphasised the importance of wairua and community-led emotional support.

Community Spaces, Events and Belonging

Whānau expressed the need for more safe, inclusive and culturally grounded community spaces. Access to existing parks differed across suburbs, with many whānau noting that travel to Memorial Park or the Esplanade was a barrier. There is a strong aspiration for Farnham Park to be revitalised with sensory play, neurodiverse-friendly equipment and a splash pad.

Safety, Stability and Security (Housing, Income, and Employment)

Secure, stable housing was described as essential to every aspect of wellbeing. Whānau spoke about housing not only as shelter, but as a place of identity, learning, culture and intergenerational connection. Whānau emphasised the desire for financial security, opportunities to care for others, and pathways to meaningful work. Rangatahi highlighted the importance of digital devices and personal items for identity, participation and learning.

Digital Inclusion and Participation

Whānau noted the importance of digital access for education, employment, health and connection. Barriers include cost, confidence with technology and safe online environments. Whānau want intergenerational digital learning and culturally relevant digital tools and support.

4412 Data Dashboards

Alongside this community insight, the 4412 Data Dashboards were developed to illuminate the wider conditions that whānau are navigating across the 4412. The dashboards provide 4412-specific views of key determinants, including population and age structure, ethnicity profiles, household composition, housing affordability and tenure, rent and mortgage pressure, education levels, employment and labour force status, income distribution, and disability indicators.

Together, these dashboards play a critical role in ensuring planning and advocacy are grounded in the lived realities of whānau, rather than relying on national-level or deficit-focused data that can obscure local context and experience. By bringing together locally relevant population data with whānau voice,

Ora Konnect is better positioned to support informed decision-making, strengthen cross-sector advocacy, and prioritise actions that respond directly to the social, economic, and wellbeing conditions facing the 4412 community. This approach supports more targeted, equitable, and effective planning, strengthens the evidence base for system-level advocacy, and helps ensure collective efforts remain aligned with the aspirations whānau have articulated for a thriving 4412.

The dynamic dashboards draw on data from the 2023 Statistics NZ Census and the Estimated Resident Population 2023. Through Te Tihi's Mana Orite relationship with Statistics NZ, Ora Konnect was supported to access and interpret this data in ways that align with kaupapa Māori data governance principles and enable meaningful local application.

Unlike generic population dashboards that provide broad or static views, the 4412 dynamic dashboards are purpose-built to support local, place-based understanding. Users are able to explore data at a suburb-level across the 4412 and interact with the information through filters such as age, ethnicity, household composition, and other key characteristics. This interactivity enables deeper exploration of patterns and differences across communities, rather than relying solely on fixed summaries or averages, and strengthens understanding of the diverse realities whānau are navigating.

He Ao Tōmua, He Iwi Tōnui and the 4412 Data Dashboards are closely aligned in purpose but are not yet fully interwoven. Each was developed as a distinct resource, drawing on the same 4412 population but serving different functions within Ora Konnect's mahi. *He Ao Tōmua, He Iwi Tōnui* centres whānau voice, aspirations, and lived experience, while the dynamic dashboards provide population-level insight into the social, economic, and wellbeing conditions shaping those experiences.

The next phase of Ora Konnect's work is to strengthen the connection between these two resources by better aligning quantitative data with the aspirations articulated by whānau. This will enable a more integrated understanding of which indicators are most relevant to what whānau have identified as important for a thriving 4412, rather than holding whānau voice and population data as separate sources of information.

Te Tihi has established clear data usage tikanga to ensure the dashboards are used safely, ethically, and solely in support of Ora Konnect mahi. As this alignment work progresses, these tikanga will continue to guide how data is interpreted and applied, ensuring that evidence is used in ways that uphold whānau aspirations, trust, and collective wellbeing.

Programme of Action 2026–2028

Two wānanga were held during 2025 to reflect on progress and refine shared priorities. Partners reconnected with the aspiration “4412 – Connecting Communities for Wellbeing” and confirmed where collective action would be most impactful. The resulting Programme of Action aligns directly with the themes that emerged through *He Ao Tōmua, He Iwi Tōnui*, and is reinforced by data in the 4412 Data Dashboards. We have identified and aligned Whānau Ora outcome areas to each key theme and focus area. The five High Leverage Activity areas reflect this alignment:

Kai Sovereignty and Food Security: Revitalising cultural kai practices, supporting kai hubs and enabling accessible kai education. *Whānau Ora outcome: Hauoranga – supporting healthy whānau lifestyles.*

Hauora and Meaningful Connections: Strengthening intergenerational relationships and cultural identity. *Whānau Ora outcome: Kotahitanga – enhancing whānau cohesion and connection.*

Community Spaces and Events: Improving community spaces and inclusive events, including aspirations for Farnham Park and strengthening the Highbury Market. *Whānau Ora outcome: Tiako Taiao – supporting whānau to be responsible stewards of the natural and living world.*

Safety, Stability and Security: Improving access to employment, financial literacy, housing stability and reconnection to whenua. *Whānau Ora outcome: Pāporitanga – supporting whānau participation in society and community life.*

Technology and Digital Literacy: Supporting digital learning, online safety and redistribution of surplus technology. *Whānau Ora outcome: Tuakiritanga – strengthening belonging and participation in a modern, connected world.*

Strengthening the Collective Infrastructure

Across 2025, Ora Konnect stabilised and strengthened the Container for Change. Project management positions were supported with clear processes and documentation, ensuring continuity across the Alliance. Partners completed a Collective Impact 3.0 refresher, reinforcing shared principles and a consistent way of working.

Work continued to ensure the structures that hold the Alliance remained steady, transparent and supportive. This included strengthening internal processes, clarifying roles and maintaining systems that support collaboration across the 4412.

Squad Activity and Initiatives

The squad structure ensured activity across the Alliance remained grounded in whānau priorities and collaborative in design. Each squad focused on advancing mahi aligned to the aspiration of “4412 – Connecting Communities for Wellbeing.”

Kai Sovereignty Squad

- Delivered the in-home māra kai project.
- Supported development of Te Māra Tārehu community garden.
- Contributed to the RIMA Kai Sovereignty Plan.

Impact: Increased food security, strengthened cultural practices and supported rangatiratanga through community-led kai systems.

Hauora Squad

- Delivered the Headlice and Scabies Pilot Project through community pharmacies. The project supported 109 whānau groups (308 individuals) to access care without GP appointments or additional costs and strengthened relationships between pharmacies, whānau and community providers.

Impact: Improved access to essential hauora support, reduced stress and increased health literacy.

Housing Squad

- The Housing Squad collaborated across community and social service partners to distribute Winter Wellness Packs to whānau throughout the 4412. The packs provided practical items to support warmth and comfort during the colder months. Whānau fed back that they felt supported and cared for, and the initiative eased winter hardship.

Impact: Improved winter comfort, reduced seasonal strain and strengthened cross-sector coordination.

Whānau-Led Squad

- Pou Rongomaraeroa Installation: Installed at the Highbury shops as Stage Two of the revitalisation project, in collaboration with PNCC. The pou was carved and installed through a community-led process supported by a whakatau and gathering. Whānau described the pou

as a source of connection, visibility and belonging, and it now serves as an anchor point for kōrero and community identity in the heart of Highbury.

- 4412 Community Market (Highbury): Attracted over 300 attendees and 24 stallholders, showcasing whānau enterprise and cultural expression. The market is ongoing and continues to grow as a sustainable community space for connection and belonging. Impact: Increased access to inclusive community spaces, uplifted cultural identity and supported whānau-led design and expression.

Demonstrating Sector Lead Characteristics

Providing capacity-building and support

- Built capability by sharing insights from He Ao Tōmua, He Iwi Tōnui and supported organisations to integrate whānau voice data into planning and service design.
- Provided Container of Change support and Collective Impact Training to partner organisations to build capability and strengthen relationships and cross-sector collaboration.

Delivering high-level expertise and service

- Produced and published He Ao Tōmua, He Iwi Tōnui.
- Built 4412 Data Dashboards.
- Facilitated co-design of the Programme of Action and produced PoA 2026-2028.
- Led impactful Squad Activities and Initiatives.

Thinking, working and advocating strategically

- Integrated whānau voice and local data to guide collective decision-making.
- Identified High Leverage Activity areas for shared impact.
- Supported advocacy, including aspirations for Farnham Park.

Maintaining robust strategic and business planning

- Strengthened governance and project management systems.
- Embedded Collective Impact 3.0 principles more deeply.
- Aligned squad activity to the Programme of Action 2026–2028.

Section 3: Challenges and opportunities ahead

Looking ahead, several factors may influence Ora Konnect’s ability to contribute to the outcomes under Whāinga 3. One ongoing challenge is the level of demand across the 4412 community.

Many whānau continue to experience pressure across housing, cost of living, digital exclusion and access to essential services. This places increasing expectations on community providers and makes coordination across partners even more important. Workforce capacity across the sector remains tight, which can affect the speed and scale at which new initiatives are delivered.

Another challenge relates to resourcing. There is a need for stable investment to maintain the backbone functions, support the new squad structure and sustain community-led activity. Without secure resourcing, momentum and continuity across partners can be impacted.

At the same time, there are significant opportunities ahead. The strengthened insights from Whānau voice data and statistical data, including *He Ao Tōmua*, *He Iwi Tōnui* and the 4412 Data Dashboards, provides a clearer foundation for planning, advocacy and future investment. The community aspiration of “4412 – Connecting Communities for Wellbeing” is strongly aligned across partners, which creates an opportunity for more coordinated delivery and system-level change.

The revitalisation efforts in Highbury, including the pou installation and ongoing work around Farnham Park, and the potential development of a community/commercial kitchen also present opportunities to strengthen community identity, belonging and local wellbeing.

A significant opportunity for the coming years lies in further developing the 4412 Data Dashboards. At present, the dashboards are built from Census 2023 and Estimated Resident Population 2023 data. While these provide a strong foundation, there is scope to integrate additional datasets such as local government information, health data and other government-held data sources. Incorporating these would strengthen insight, enhance accuracy and offer a more complete picture of the factors that shape the wellbeing of whānau in the 4412.

Te Tihi already holds several data-sharing agreements, which could be leveraged to support this integration. However, developing the dashboards to this level requires considerable time, technical capability and resourcing. The creation of the current dashboards required significant investment, and sustaining this mahi at a standard that whānau in the 4412 deserve will require further support.

A key focus for Years 2 and 3 of this mahi is the dissemination and uptake of the dashboards and *He Ao Tōmua*, *He Iwi Tōnui* across the Alliance, particularly within community and iwi organisations. There

is a clear opportunity to build data capability across partners so they can confidently interpret and apply insights to strengthen planning, service delivery and advocacy for their communities.

It is also essential to continue prioritising data sovereignty and whānau-led data governance. As the evidence base grows, so too must the commitment to ensuring that statistical, administration, and whānau data insights are interpreted ethically, respectfully and in ways that uplift whānau aspirations rather than reinforce deficit narratives. Supporting partners to pair dashboard data with whānau voice, and to use this combination to shape aspirational narratives about the 4412, will remain an important area of focus.

Section 4: Reflections and conclusions

Reflecting on the 2025 year, the wider sector continues to demonstrate resilience, collaboration and creativity in responding to the needs of whānau across the 4412. The strong alignment between community voice, local data and partner commitment highlights the maturity of the Alliance. The use of the Collective Impact framework has supported more coordinated and consistent ways of working, helping partners stay aligned to a shared aspiration and use common approaches to planning, learning and acting together. This has strengthened relationships across the Alliance and enabled clearer pathways for action that uphold a Whānau Ora-aligned approach.

The year also reinforced the importance of being locally grounded and whānau-led. The insights gathered through He Ao Tōmua, He Iwi Tōnui showed that whānau know what matters most for their wellbeing, and that their aspirations should continue to steer collective decision-making. The Programme of Action development process demonstrated the value of bringing partners together to reflect, learn and adapt as a collective.

Looking forward, continuing to strengthen relationships, maintain trust and uphold kaupapa-driven practice will be essential. The sector is navigating complex and shifting conditions, but the commitment of partners, the clearer insights gained through whānau kōrero and local data, and the strong sense of shared purpose across the 4412 provide a solid foundation for the next phase of mahi. There is also an exciting journey ahead in upskilling and building the capability of partners to engage confidently with data, interpret insights and leverage this information to support better outcomes for whānau. Ora Konnect remains committed to supporting whānau, strengthening community infrastructure and advancing the aspiration of “4412 – Connecting Communities for Wellbeing.”

Te Tihi o Ruahine Whānau Ora Alliance Charitable Trust Performance Measure Data for the period 1 Jan 2025 to 31 Dec 2025

| RBA | Performance Measure | 1 Jan - 30 June 2024 | 1 July - 31 Dec 2024 | 1 Jan - 30 June 2025 | 1 July - 31 Dec 2025 |
|---------------------|--|----------------------|----------------------|----------------------|----------------------|
| 'How much' | Total number of partner organisations | 19 | 19 | 19 | 20 |
| | Total number of active squads | 4 | 4 | 4 | 4 |
| | Total number of Ora Konnect hui held | 4 | 4 | 4 | 6 |
| | Total number of volunteers | 4 | 4 | 4 | - |
| | <i>*Measure removed in July 2025</i> | | | | |
| 'How well' | Total number of initiatives/projects/events supported across active squads | - | - | - | 8 |
| | <i>*Measure added in July 2025</i> | | | | |
| 'How well' | Percentage of partners who report they are satisfied/highly satisfied with the Ora Konnect framework | 100% (17/17) | 100% (15/15) | 100% (15/15) | 100% (14/14) |
| 'Better off' | Percentage of partners who report they feel better able to deliver community outcomes as a result of their participation in the Ora Konnect Alliance | 100% (17/17) | 100% (15/15) | 100% (15/15) | 78.6% (11/14) |

REPORT

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

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

PRESENTED BY: Perene Green, Property Officer

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

RECOMMENDATIONS TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

SUMMARY OF OPTIONS ANALYSIS FOR

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

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

RATIONALE FOR THE RECOMMENDATIONS

1. OVERVIEW OF THE PROBLEM OR OPPORTUNITY

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

2. BACKGROUND AND PREVIOUS COUNCIL DECISIONS

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



Figure 1: Aerial of proposed site



Figure 2: Visual concept proposed site

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

3. DESCRIPTION OF OPTIONS

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

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

| | | |
|--|--|--------------------------|
| | | Zoned Recreation Reserve |
|--|--|--------------------------|

4. ANALYSIS OF OPTIONS

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

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

5. CONCLUSION

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

6. NEXT ACTIONS

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

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

7. OUTLINE OF COMMUNITY ENGAGEMENT PROCESS

7.1 Public Notice in Manawatu Standard

7.2 Council website

8. COMPLIANCE AND ADMINISTRATION

| | |
|--|--|
| Does the Committee have delegated authority to decide? | Yes |
| Are the decisions significant? | No |
| If they are significant do they affect land or a body of water? | No |
| Can this decision only be made through a 10 Year Plan? | No |
| Does this decision require consultation through the Special Consultative procedure? | No |
| Is there funding in the current Annual Plan for these objectives? | Yes |
| Are the recommendations inconsistent with any of Council’s policies or plans? | Yes |
| <p>The recommendations contribute to:</p> <p>Whāinga 3: He hāpori tūhonohono, he hāpori haumarū</p> <p>Goal 3: A connected and safe community</p> | |
| <p>The recommendations contribute to this plan:</p> <p>6. Mahere rēhia</p> <p>6. Recreation and Play Plan</p> <p>The objective is: Provide city, suburb, and local parks and reserves, sports fields and facilities, walkways and shared paths</p> | |
| Contribution to strategic direction and to social, economic, environmental and cultural well-being | This action ensures Council decision making is consistent with the provisions of the Reserves Act 1977 with regards to reserves planning and legislative requirements for utilities sited in reserves. |

ATTACHMENTS

Nil

MEMORANDUM

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Draft Stormwater Strategy

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

APPROVED BY: David Murphy, General Manager Strategic Planning

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

1. ISSUE

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

2. SUMMARY OF THE DRAFT STORMWATER STRATEGY

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

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

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

Table 1: Summary of the draft Stormwater Strategy

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

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

| | | |
|--|--|---|
| | | <p>for waterways</p> <ul style="list-style-type: none"> Developing plans for five highest priority stormwater management areas <p>Ensuring multiple use of blue-green spaces in the city</p> |
|--|--|---|

3. THE PROCESS OF DEVELOPING THE DRAFT STORMWATER STRATEGY

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

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

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

4. NEXT STEPS

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

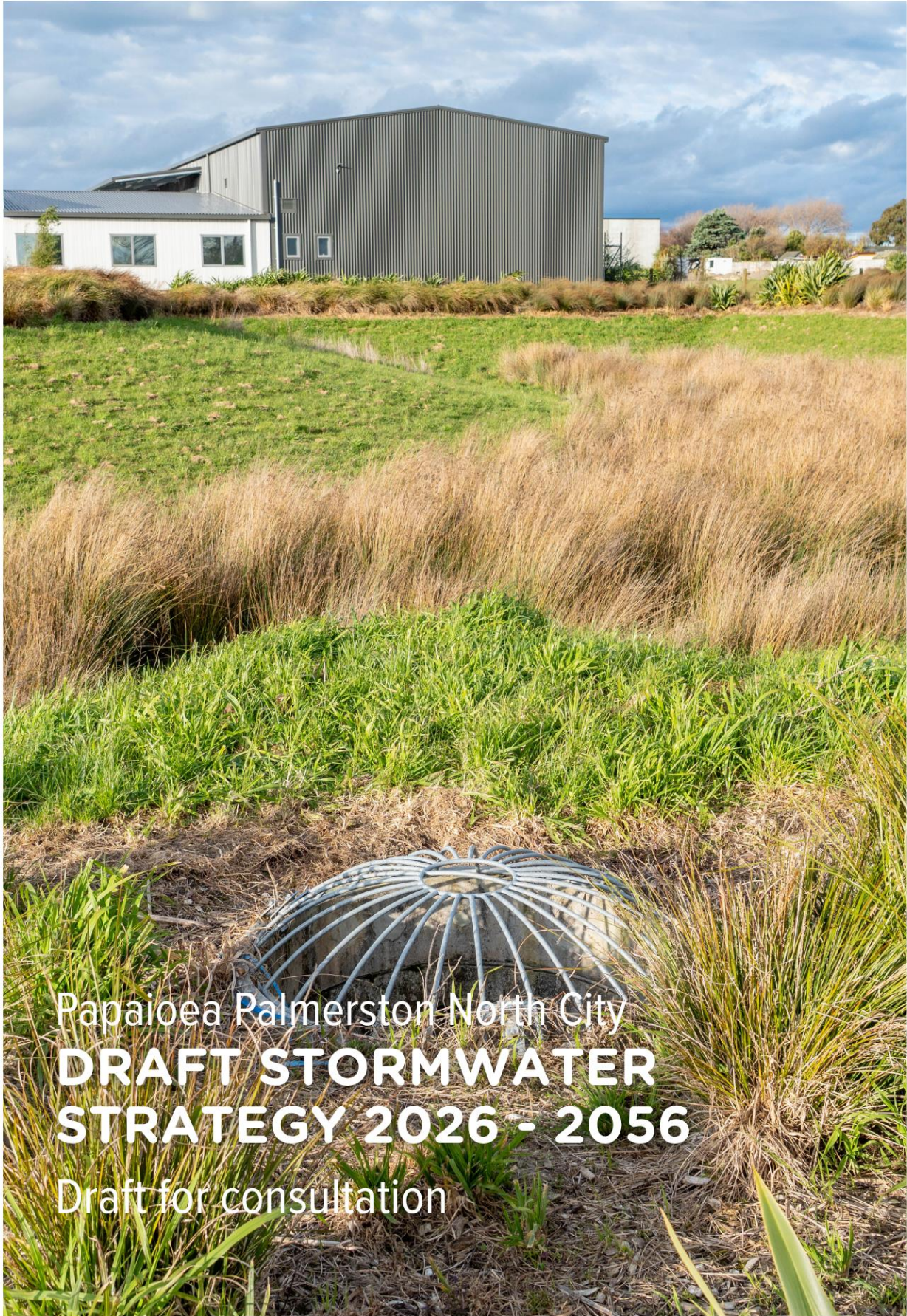
5. COMPLIANCE AND ADMINISTRATION

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

| | |
|---|---|
| <p>Whāinga 3: He hapori tūhonohono, he hapori haumarū</p> <p>Goal 3: A connected and safe community</p> <p>Whāinga 4: He tāone toitū, he tāone manawaroa</p> <p>Goal 4: A sustainable and resilient city</p> | |
| <p>The recommendations contribute to this plan:</p> <p>13. Mahere wai</p> <p>14. Governance and Active Citizenship Plan</p> <p>The objective is:</p> <p>For Mahere Wai Water Plan: We want our city to be safe from flooding during storm events.</p> <p>For Mahere Mana Urungi, Kirirarautanga Hihiri Governance & Active Citizenship Plan: We want to actively engage with the community to enable well-informed, transparent, and joined-up decisions. We want to work in partnership with Rangitāne o Manawatū.</p> | |
| <p>Contribution to strategic direction and to social, economic, environmental and cultural well-being</p> | <p>Stormwater affects all four aspects of well-being, now and in the future. Stormwater also interacts with almost all of Council functions.</p> <p>The recommendation of this memo contributes to fulfilling the following objectives:</p> <p>Mahere Wai Water Plan has the new or one-off action for Yrs 1 & 2 to develop a Stormwater Strategy, to keep our city safe from flooding during storm events.</p> <p>Mahere Mana Urungi, Kirirarautanga Hihiri – the direction by Council for further public consultation will enable well-informed, transparent, and joined-up decisions informed by active engagement with our communities. The Stormwater Strategy is being developed with Rangitāne o Manawatū.</p> |

ATTACHMENTS

1. Draft Stormwater Strategy for consultation [!\[\]\(3c1b7e7c12656666401f0d1ebec6f629_img.jpg\) !\[\]\(2872da22d27cce77d1c954ccf8830414_img.jpg\)](#)



Papaioea Palmerston North City
**DRAFT STORMWATER
STRATEGY 2026 - 2056**
Draft for consultation

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Living and growing with stormwater in Palmy

Stormwater is one of Palmerston North's most significant challenges, and this challenge will increase with climate change. We are already developing more adaptive, sustainable, and affordable ways of living and growing with stormwater and a Stormwater Strategy will increase awareness and guide and co-ordinate this shift. Drawing on Whānau Ora and Water Sensitive Design concepts, the Strategy can provide long-term and high-level direction for responding to stormwater in a holistic and integrated way.

For over a year, we have worked with Rangitāne o Manawatū, and listened to Horizons Regional Council, our neighbouring local authorities, stakeholders, sector groups, developers, Palmerston North City Council staff and elected members, the Central Districts Water transition team, and our communities. They have told us that the most important actions that can improve stormwater management in the next five years are these:

Building stormwater technical capability and capacity through:

- Reviewing and prioritising adequate technical resources for stormwater management both by Council and Central Districts Water, including expertise in water sensitive design
- Drawing on a mix of knowledges from technical to social and Mātauranga

Investing in the tools we already have through:

- Resourcing enforcement to ensure compliance with existing rules and regulations that are designed to improve stormwater outcomes
- Education and communication about stormwater management

Increasing our understanding of stormwater through:

- Updating the stormwater model
- Collecting, storing, and sharing monitoring data to improve the model, and
- Assessing flood risk for future development in urban and new growth areas

Investigating future stormwater management options through:

- Collaborative exploration of catchment scale water sensitive design approaches
- Exploring adaptation and resilience-building options for waterways
- Developing plans for the highest priority stormwater management areas
- Ensuring multiple use of stormwater spaces in the city

This DRAFT Stormwater Strategy describes the context of stormwater in Palmerston North, and the challenges that stormwater brings for the city, then lays out seven aspirational outcomes and recommended actions for living well with stormwater that were developed through engagement.

We look forward to your feedback on this DRAFT version of the Strategy.

Glossary

| | |
|---|--|
| Attenuation | The practice of holding excess stormwater during heavy rainfall and releasing it slowly. Attenuation mimics natural flow patterns, reduces flooding and protects water quality and ecosystems, and reduces the impact on the stormwater network (see also detention and retention). |
| Blue-green infrastructure, BGI | Infrastructure that combines both green (plants, parks, gardens, urban forests, community gardens) and blue (rivers, ponds, stormwater flow paths and attenuation devices) elements to manage stormwater. BGI can also reduce urban heat island effects, improve air quality, and support biodiversity. |
| Central Districts Water | The new organisation that will deliver drinking, waste, and stormwater services jointly for Palmerston North City Council, Horowhenua and Rangitikei District Councils. |
| Detention and retention | Detention is the temporary comparatively short term holding back of runoff generated from a rainfall event. The emphasis is on peak flow management normally with the aim of meeting downstream peak capacity limitations. Retention refers in the District Plan to defined processes for holding stormwater back. The length of time water is stored is subject to natural infiltration and evapotranspiration rates. |
| Engineering standards for land development | Palmerston North City Council has developed guidelines for stormwater attenuation and bioretention design to help developers mitigate stormwater runoff and prevent increased flooding risks. These are different to the National Engineering Design Standards and Codes of Practice that are being developed by Taumata Arowai Water Services Authority. |
| Floodplain | Low-lying and flat areas near streams and rivers that are predicted to be covered by water during heavy rain. |
| Flood prone area | Areas that are mapped on the District Plan Planning Maps as being likely to be inundated by a 0.5% AEP flood event (1 in 200-year flood). |
| Greenfield development | Development on land that has not previously been developed for housing or industry. For Palmerston North these areas are Aokautere, Kākātangiata, Kikiwhenua, Mātangi, and Whakarongo. |
| Grey infrastructure | Traditional stormwater infrastructure, generally made of concrete such as pipes, drains and gutters. |
| Harakeke | Varieties of indigenous flax, <i>Phormium tenax</i> . |
| Hauoranga | Conditions that support and encourage healthy environments and communities to flourish. |
| Impermeable surfaces | Manmade surfaces such as roofing, asphalt and concrete that don't allow water to soak in. Water runs off impermeable surfaces as stormwater. For an urban area with more than 75% impermeable surfaces, nearly 60% of water will run off compared with only 10% for natural ground cover. |
| Intensification | Development within existing urban areas to increase the number of homes through multi-storey housing, subdividing sections, or converting business or industrial areas to residential. |
| Kaitiakitanga | Stewardship, guardianship. |
| Kawau | Relates to the Kawau Stream, which Rangitāne o Manawatū named for the black shag or cormorant (<i>Phalacrocorax carbo</i>) that used to inhabit the wetlands and ponds. |

| | |
|---|---|
| Mahinga kai | Garden, cultivation, food and natural resource gathering place. |
| Mana whenua | Refers to the customary authority exercised by an Iwi or Hapū in an identified area. |
| Māra kai | Urban community food gardens. |
| Mātauranga | Indigenous Māori knowledge and practice. |
| Mauri | Life force or life essence. A spiritual quality that generates, nurtures, and upholds life. |
| Nature-based methods or solutions, NBS | Interventions that use ecosystem processes and local topography in stormwater management. NBS benefit biodiversity and freshwater ecosystems, reduce heat island effects, and improve air quality. |
| Overland flow paths | The route that water would normally take across the ground during heavy rain when the stormwater network is at full capacity. |
| Permeable surface | Any part of a site which is grassed or planted in trees or shrubs and/or is capable of absorbing water or is covered by decks which allow water to drain through to a permeable surface. The District Plan has rules to ensure a minimum proportion of permeable surface remains in a subdivision to ensure water can soak into the ground. |
| Raupō | Bulrush, <i>Typha orientalis</i> . |
| Sponge cities | An integrated locally designed system of large (city or catchment level such as urban river restoration and wetlands) and small (property and community level such as bio-retention devices and rain gardens) scale interventions to manage flooding risk; often a mix of grey and complementary blue-green infrastructure. |
| Stormwater | Water that runs off impermeable (water resistant) surfaces such as roofs, roads, driveways, and footpaths and goes down drains into stormwater pipes or channels, or into green infrastructure and is carried to rivers, lakes or the sea. |
| Tangata whenua | Refers to the Iwi, Hapū or Whanau holding mana in a holding mana in a particular area. |
| Taonga | Treasured item or element, personal or collective, its value often associated with its being sourced from the natural environment. |
| Te ihi, te wehi, te wana | Exciting, awe inspiring characteristics, associated in this context, with water. |
| Tikanga | Correct and appropriate protocols and practices. |
| Tuna | Native eel of various species. |
| Wai | Water. |
| Water Sensitive Design, WSD | A design approach that considers stormwater in the context of the ecology of the site, working with nature, minimising the use of impermeable surfaces and using vegetation to trap sediment and pollutants. |
| Whānau Ora | Whānau Ora is an approach that supports whānau to achieve their aspirations in life. It is about increasing the wellbeing of individuals in the context of their whānau, it is whānau-centered. |

1 Stormwater and Palmerston North

Stormwater flooding is one of Palmerston North's most significant challenges, and this challenge will increase with climate change. Council acknowledges this and committed to developing a Stormwater Strategy in the Mahere Wai Water Plan 2024 – 2034 and the Palmerston North Future Development Strategy 2024. Council and developers are already advancing more adaptive and affordable ways of living and growing with stormwater that will make the city safer and more resilient. A Stormwater Strategy can guide and co-ordinate this shift both during the short-term (0 – 5 years) and keep us focused on the long-term outcomes for 30 – 100 years into the future.

A holistic and integrated response to stormwater

1.1.1 The purpose of the Strategy

The Palmerston North City Council's Stormwater Strategy will increase awareness and provide long-term (i.e., 30 years and more) and high-level direction for responding to stormwater flood risk in a holistic way; working across Council functions and with other actors, protecting people and property and the well-being of water, while enabling sustainable and affordable growth and development, in a way that reflects our Partnership Agreement with Rangitāne o Manawatū.

1.1.2 A partnership approach

In Oranga Papaioea City Strategy, Council committed to giving effect to the 2019 Partnership Agreement with Rangitāne o Manawatū through working together on projects and initiatives such as stormwater that both partners agree are a high priority, enabling participation by Mana Whenua in Council decisions and processes, and supporting and embedding a Whānau Ora approach in Council activities.

Consistent with this Partnership commitment, the Strategy has been developed with Rangitāne o Manawatū. In recognising and embodying Rangitāne o Manawatū tikanga and Mātauranga, the Strategy adopts a holistic and integrative approach to managing stormwater. The Strategy uses terms such as 'our waterways' to capture the concept that we are part of our environment and the environment is part of us, therefore we have a collective responsibility to care for the water, land, plants, and creatures that make up our natural environment, and for each other.

1.1.3 What the Strategy covers

This Strategy prioritises stormwater, that is *any run-off that has been intercepted, channeled, diverted, intensified or accelerated by human modification of a land surface, or run-off from the surface of any structure, as a result of precipitation, including contaminants* (New Zealand National Planning Standard).

The Strategy has four sections. This first section describes how the way we manage stormwater in Palmerston North has changed over time and will likely continue to evolve. The second section identifies the stormwater challenges currently facing the city. In the third section we present outcomes that respond to those challenges, and in the final section, we identify a suite of actions, including the highest priorities to address stormwater in Palmerston North.

1.1.4 What the Strategy does not address

The Strategy does not cover wastewater (which is any water that enters drains inside your home, such as that from toilets or washing machines) or address river flood water. While river flood water interacts with stormwater, especially within the Manawatū River corridor or the Taonui Basin, the two are managed by different organisations. Horizons Regional Council is responsible for river flood management within the city and Palmerston North City Council is responsible for stormwater flood management.

The Strategy does not include the disaster response to stormwater flooding events, which is the responsibility of our Civil Defence Emergency Management team. However, the Strategy complements our disaster response through actions that can reduce disaster risk and increase our communities' resilience to the effects of stormwater flooding.

And finally, the Strategy is not a technical or engineering assessment of stormwater; instead it is a strategic document developed through engagement with a wide range of people and organisations in 2025.

1.1.5 The term of the strategy

This first Stormwater Strategy has a life of thirty years to align with other key Council processes such as the Long-Term Plan and the Infrastructure Strategy. The Strategy will be reviewed by 2031 to ensure that it remains current and relevant.

1.2 Te Papaioea Palmerston North is prone to stormwater flooding

1.2.1 Then and now - and in the future

The landscape of Te Papaioea Palmerston North is perhaps better described as a 'waterscape' as it was once a dynamic and intricate network of natural waterways, wetlands, and river floodplains. The Manawatū River meandered widely across the landscape, shaping fertile lowlands and forming lagoons and oxbow lakes as it moved. Its many tributaries, including the Mangaone, Kawau, Raukawakawa (Ashhurst), Turitea and Kahuterawa Streams, wove through dense podocarp forests, feeding into extensive wetlands that retained and filtered and absorbed flood waters. These wetlands, streams and their margins - once teeming with harakeke, raupō, tuna, and rich birdlife - provided vital resources for Rangitāne o Manawatū, supporting mahinga kai, weaving, and other cultural practices. Most rainfall soaked into the ground, evaporated, or was transpired by plants, with only a small proportion moving as a thin layer across the land surface, and through underground layers. Seasonal flooding replenished the soil and nurtured a thriving ecosystem. The plants, animals, and people living

here were adapted to the ebbs and flows of the water cycle, as water moved and changed.

This waterscape has been modified to enable agriculture and accommodate the city of Palmerston North and the villages of Ashhurst, Bunnythorpe, Linton, and Longburn, with interlinking road, rail, and air networks. While these developments have enabled our communities to evolve into vibrant and innovative places, where our people, businesses, and organisations thrive, we have built where rainwater would once have naturally ponded and flowed and we have built in a way that generates more water than the drains and streams can carry during heavy rain. Impermeable surfaces such as roofs, roads, driveways, footpaths, and carparks mean that more water runs off faster rather than soaking in, resulting in more water than drains and streams can carry during heavy rain. The Kawau, Awatea, and Mangaone Streams, and the old oxbow lagoons receive water much faster than they used to when forests captured and slowed down this water. Rainfall entering these streams may contain traces of microbes, hydrocarbons, chemicals, sediments, rubbish, plastics, and other contaminants that have been washed off roads, buildings and other surfaces.

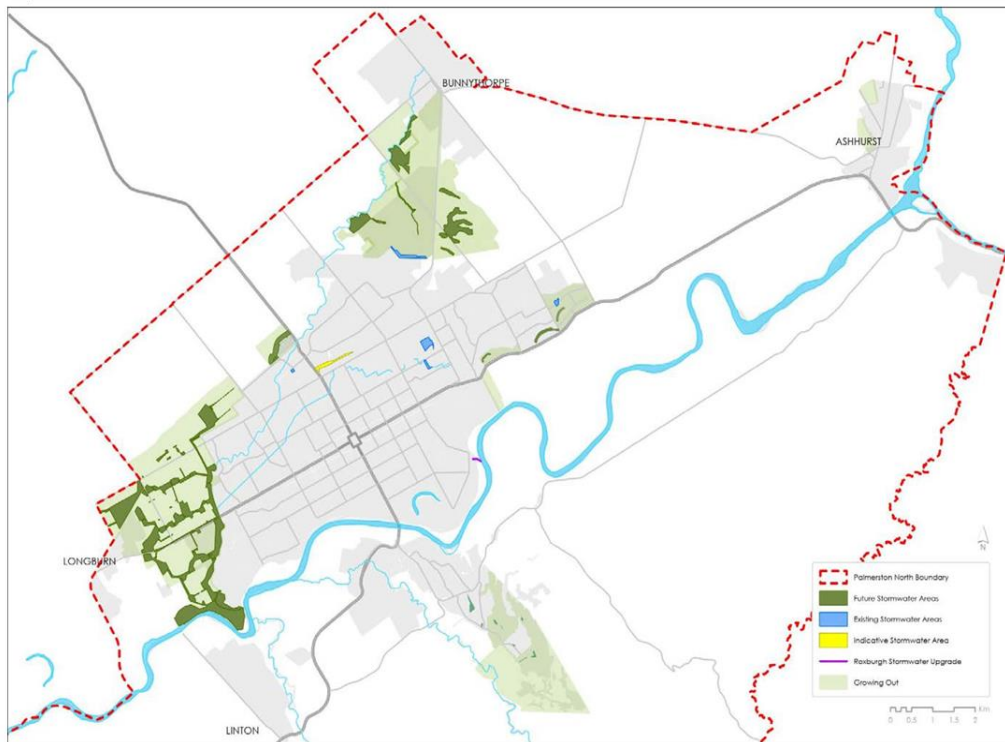
Our waterways and land have lost much of their ability to respond naturally to stormwater. For over 100 years, Council has actively managed stormwater with a system of pipes and manholes, open drains, pump stations, stop banks and drainage reserve land that carries stormwater straight to our streams and rivers. This system is costly to operate and requires constant upgrades to meet the demands of a growing city and increasingly frequent storms. New business and housing development needs to align with the provision of new stormwater infrastructure to ensure a consistent level of service across the city, which requires planning. Palmerston North City Council manages stormwater in new developments through the District Plan and consenting processes to minimise stormwater risk, with minimum floor levels to keep people safe, engineering standards, and limits on the proportions of impermeable surfaces to reduce the volume of stormwater from new development.

Over recent decades, the realisation that our water bodies are increasingly at risk from flooding and poor water quality has led to a shift in stormwater management towards a whole-of-system approach that seeks to integrate urban development and stormwater management, and to protect and enhance our freshwater systems through sustainable stormwater management. This holistic approach has different names around the world. In Australia it is called Water Sensitive Urban Design, in China the approach is described as 'sponge cities', and we call it Water Sensitive Design here in New Zealand. Water Sensitive Design aims to mimic natural soil and water processes to slow and hold water instead of draining it away, promoting re-use of water, and enhancing urban livability and human well-being. Research has shown this approach to have numerous social and environmental benefits, including greater resilience to climate change. Water Sensitive Design is consistent with Mātauranga informed approaches to managing stormwater, so collaboration with Rangitāne o Manawatū can embed these approaches in decision-making and delivery of stormwater management.

This shift in managing stormwater was evident in the Future Development Strategy 2024 (Figure 1) where sites are signalled for large scale stormwater management in new development areas on the edge of the city. Greenfield development is expensive but offers

opportunities for best practice, nature-based, and future-proofed stormwater systems such as detention ponds and stormwater corridors. Intensification in the existing urban areas is more complicated and will require considerable investment in network upgrades and a matrix of smaller-scale interventions such as rain gardens, constructed wetlands, secondary flow paths, permeable surfaces, rainwater harvesting, and stormwater treatment devices for us to live with stormwater in these places. Our recreational spaces such as playing fields and golf courses and evolving industrial spaces such as the Tremaine Avenue Railyard present opportunities for holding stormwater in the built-up urban areas. We can also restore urban streams and use vegetation to intercept rainfall, reduce and slow stormwater peak flows, and improve water quality.

Figure 1: We are already thinking about opportunities to complement the reticulated stormwater network for Palmerston North (Map 12 in the Future Development Strategy 2024). The Palmerston North City Council boundary is shown as a dashed red line.



This section has highlighted why managing stormwater is one of Palmerston North’s most significant challenges now and into the future. Council and developers are already advancing more adaptive and affordable ways of living and growing with stormwater that will make the city safer and more resilient. It is time for a deliberate and coordinated shift to an approach that can keep people, homes, businesses, and infrastructure safe from stormwater, starting with a high-level understanding of the challenges that stormwater brings for the city.

2 The challenges of living with stormwater

2.1 How we identified challenges

Understanding how stormwater affects Palmerston North began with reviewing documents such as national, regional, and local legislation and policy, reports and documents that address the problem. These include the Palmerston North City and regional stormwater models, stormwater servicing assessments, Asset Management Plans, our District Plan, reports and submissions by Te Ao Turoa Rangitāne o Manawatū, State of the Environment reporting, technical and scientific literature, and climate change projections and assessments. We also considered stormwater strategies for other places in New Zealand and found that these are unique to a place and problem.

We also listened to people who told us how stormwater affected their lives and businesses. During 2025, we engaged with Council staff, elected members, Rangitāne o Manawatū, Horizons Regional Council, our neighbouring councils, community organisations and collaborators, sector representatives, Crown agencies and developers. We also looked at community submissions to the draft 2024 Long-Term Plan, recent District Plan changes E (Roxburgh Crescent Residential Area), F (Ashhurst Growth Areas), G (Aokautere Urban Growth), I (Increasing Housing Supply and Choice) and the Future Development Strategy to hear first-hand how communities were impacted by stormwater.

From all these sources we were able to identify seven current stormwater challenges for Palmerston North. Most of these challenges are inter-related because stormwater is a multi-faceted problem.

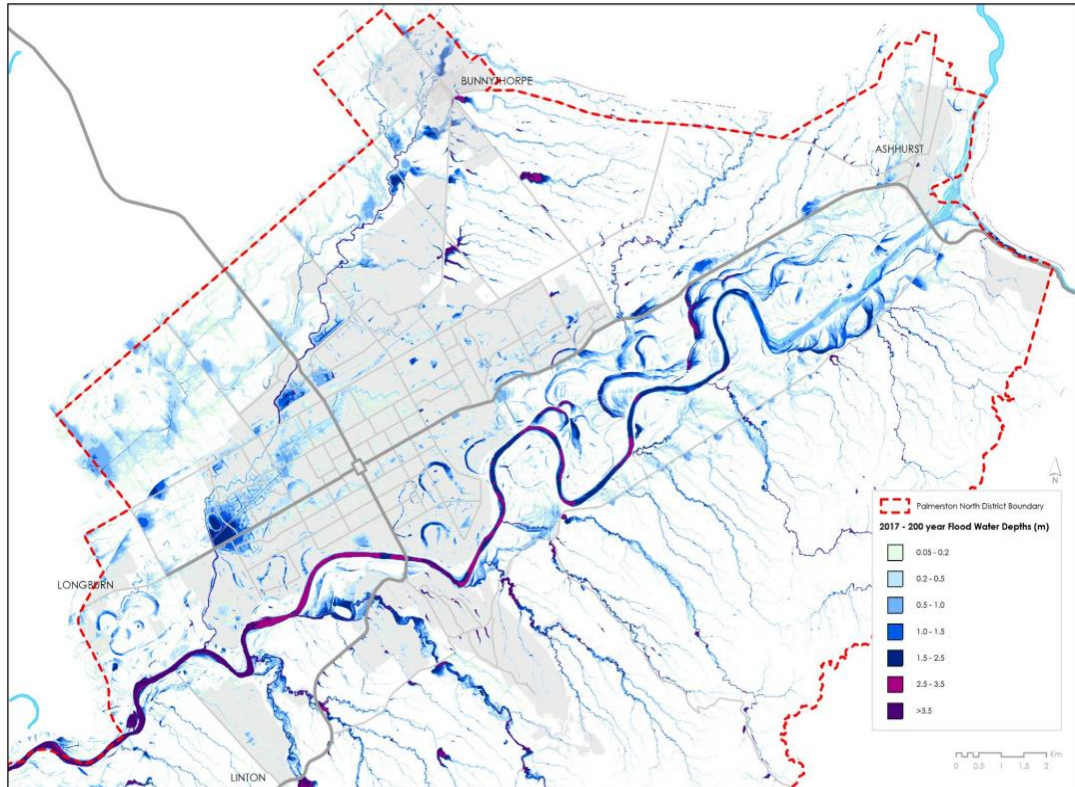
2.2 Flooding risk

Stormwater ponding and flowing overland brings flood risk for people, properties, businesses, and possessions. A recent report by Horizons Regional Council notes that Palmerston North ranks number one for vulnerability to river and stormwater flooding because of the high numbers of people and buildings concentrated in a flood prone area. Figure 2 shows the extent of flooding in a 1 in 200-year event. Stormwater running off at high velocities can erode land, damage buildings and structures, and redistribute pollutants and sediment. When the volume of stormwater exceeds the maximum flow that the network is designed to cope with, our roads are designed to be used as secondary flow paths, which can further disrupt lives and livelihoods. River flooding and stormwater interact, and when rivers are full, water can't move through our stormwater network which further exacerbates flooding.

Some areas and communities are affected more than others during heavy rain events and can less easily recover each time. The western parts of the city are particularly affected because of topography and degraded ecosystems, and there are fewer opportunities to retrofit large-scale stormwater solutions. This difference can have implications for health conditions, the safety and soundness of houses, access and egress during flood events, growing food, and insurance. Successive flood events can have a cumulative effect that exacerbates inequity and

erodes the resilience of individuals, households, and communities.

Figure 2: Flooding risk for people and property in Palmerston North from a significant storm event. This maps shows the modelled water depths for a one in 200-year flood event (Map 28 in the Future Development Strategy 2024). The Palmerston North City Council boundary is shown as a dashed red line.



Note: This map is based on a high-level citywide model and further assessment may be necessary. More detailed analysis by stormwater experts may be needed to confirm site-specific ponding risk or rezoning land for urban use. The modelled depths should not be relied on for individual lot-scale decisions. Particular site-specific features (for instance culverts and open drains) may not be presented in the model accurately. Consultation with the Palmerston North City Council is required to advise on the appropriateness of the model for certain projects.

2.3 Affordability

Managing stormwater flood risk costs everyone; from affected households and businesses to developers, infrastructure and insurance providers, councils, and sometimes central government. To protect people and property, managing stormwater is now mandatory for any development but this adds to the cost. Section 106(1)(a) of the Resource Management Act 1991 enables a council to decline a subdivision consent where it is considered there is significant risk from natural hazards such as stormwater. In practice, this provision is assessed in most subdivision applications and where there is a potential risk, the consent planners will require an expert assessment of that risk. Usually, the risk can be mitigated, for instance by imposing no-build areas and minimum floor levels but the need for property specific expert assessments and bespoke mitigations for each development proposal can take time and cost money, which is passed onto the buyer. Stormwater is now

our most significant constraint to development.

Affordability has influenced past decisions by Council around investment in the stormwater network which means there is work to do if we are to proactively address the more intense rainfalls likely in the future. Upgrades to our stormwater infrastructure are likely to be required citywide to enable medium density housing, but these will depend on the outcome of investigations and modelling. Water Sensitive Design approaches can support the existing network and potentially reduce the cost of future upgrades. Detention and retention areas that hold stormwater and release it slowly will reduce overloading the network. Nature-based solutions have also been shown (including in case studies in New Zealand) to be 50% more economical, cheaper to construct, and 28% more effective than grey stormwater infrastructure.

Affordability of data, Council's professional and operational capacity is constrained by affordability. There are gaps in our existing information and evaluation of performance of our stormwater network and how it functions in response to storm events. Council's ability to monitor and enforce activities that impact stormwater is also currently constrained. For instance, some of our public stormwater assets and natural waterways are located within private property, which makes them difficult to access for maintenance and repair. Despite a stormwater bylaw that requires Council's prior approval for new connections to the public stormwater network, this is rarely monitored or enforced.

2.4 Changes to natural processes

As noted earlier, the impact of the built environment means our waterways have less room to naturally move than they have in the past. Changes to water channels including realignment, culverting, and building over top of, and up to stream edges increases peak flow velocities. This is exacerbated by more runoff from a greater area of impermeable surfaces in the city contributing to increased velocity and altered flow patterns that change the availability of food and shelter for aquatic plants and animals. In low rainfall, an emphasis on conveying rather than detaining stormwater can lead to reduced storage and base flow rates in streams.

Aquatic environments are also impacted by water temperature and changes to vegetation caused by urban development. Water heats as it flows over roads and carparks. Fewer trees and tall shrubs along stream edges reduces shading, which can further increase water temperatures, reduce dissolved oxygen, and lead to problematic algal growth. Vegetation clearance along waterways also removes leaf litter and woody debris which provides habitat for fish and insects and assists with processes such as pool and riffle development. Culverts and other stormwater structures prevent tuna and fish from accessing different parts of waterways for different life stages. Invasive weeds such as alligator weed can reduce native species habitat, impact water quality, and alter water flow. Cumulatively, these changes impact on freshwater systems and water quality.

Restoring natural processes can reduce stormwater volume and improve water quality. Creating wetlands and ponds are a means of increasing the adaptive capacity of grey stormwater infrastructure, and can also regulate temperature, enhance biodiversity and

create places for public recreation and active transport. After wetlands, low shrubs and trees are especially useful for stormwater control and water filtration. Other small-scale interventions that use natural processes and can be retrofitted into cities are rain gardens, swales, bioretention pits, green roofs and vertical green spaces. These are all water sensitive methods that aim to restore natural processes and can complement and support our grey water infrastructure.

2.5 Diminished mauri

Modifying and removing waterways has diminished the mauri of our waterscapes; that essence or force that generates, nurtures and upholds life. Our waterways have lost much of their natural form, character, indigenous habitat, and biodiversity. The indigenous vegetation and healthy deep soils, which previously held and filtered water, are gone from many places, and some waterways are now unsafe for recreation or gathering freshwater resources such as food. Poor water quality and changes to natural flows are impacting the relationship that our communities have with water.

For Rangitāne o Manawatū, this diminishment includes their ability to harvest resources, exercise kaitiakitanga, and ensure cultural practices are handed down to the next generation. Te Ihi, te wana, and te wehi, the awe-inspiring properties of water, need to be restored. Mauri has a spiritual and cultural element for Mana Whenua which reminds us that water is precious and sustains life for everyone in the city so should be managed well for all current and future people.

2.6 Climate change

The Regional Climate Risk Assessment 2021 notes generally that the city's stormwater infrastructure is vulnerable to extreme weather events and the associated flooding through damage by scour and erosion, overwhelmed systems, and increased contaminants. Drought can also impact stormwater infrastructure when pipes block because there is no water to carry sediment away. Freshwater ecosystems are highly sensitive to increased flooding occurrence, duration and size, and drought resulting in serious degradation of freshwater habitats and the loss of freshwater species.

Regionally this risk is currently moderate but is predicted to be high by 2050 and extreme by 2100. The capacity to adapt is generally considered low for stormwater assets due to their complex and permanent nature, although aging infrastructure can present opportunities to upgrade through incremental increases in capacity and design standards, for instance, or implementing water-sensitive design approaches. The benefits of early investment in adaptation have been quantified by the Global Commission on Adaptation as cost-benefit ratios of 10:1 within 10 years.

We don't have a clear understanding of how climate change will exacerbate stormwater at city, suburb and property levels in Palmerston North. In national and local climate risk assessments it is difficult to separate the impacts of river and stormwater flooding, and to assess risk at a local scale. We need up-to-date fine-grained information that will give us a clearer understanding of how climate change will alter stormwater flood risk for the city, how

the network might respond, and where we may need to think about avoiding development in the future. City-wide stormwater modelling is necessary to understand the medium- and long-term risks for development but this work is expensive. The National Policy Statement for Natural Hazards 2025 requires natural hazard risk (such as stormwater flooding) to people and property from subdivision and development to be managed, using best available information, even when this information is incomplete. Given the directive to consider the potential impacts of climate change for the next 100 years, we will almost certainly be dealing with incomplete information.

2.7 Reform

Stormwater management is currently governed by multiple acts and policies (shown in Figure 3) that relate to stormwater in different contexts; as water infrastructure and services, in development and subdivision, for water quality, and as a natural hazard that will be exacerbated by climate change. These contexts can overlap, for instance, legislation that directs standards for maintaining stormwater infrastructure can also contribute to community resilience in the face of climate change, and many of the controls on infrastructure and service provision and development are designed to protect water quality.

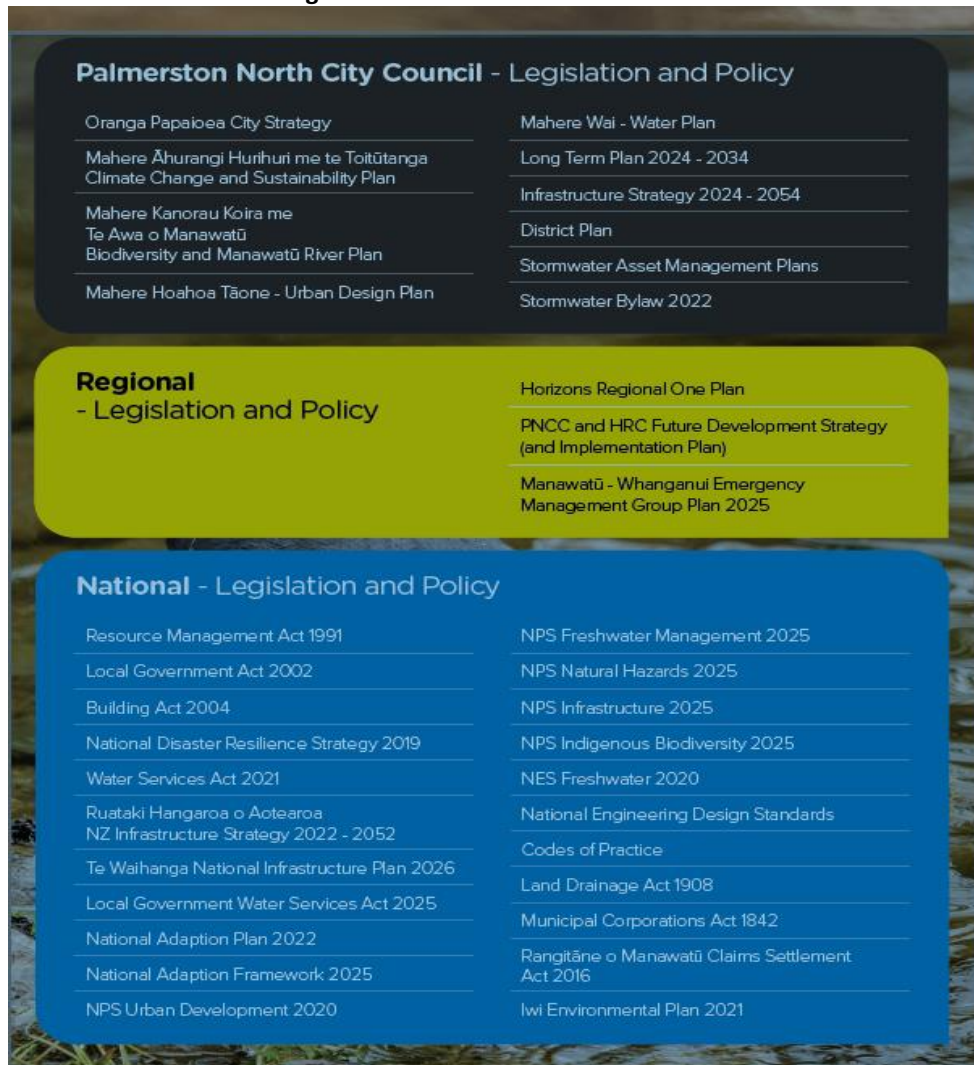
Current resource management and local government reform is intended to enable growth, address affordability constraints, and adapt to climate change while protecting the environment. In summary, there are four current legislative changes underway that will lead to changes in how we manage stormwater in Palmerston North.

- Local Water Done Well legislation has resulted in water service provision transitioning during 2026 – 2028 to a council-controlled organisation called Central Districts Water that will deliver water services for Palmerston North City Council together with Rangitikei and Horowhenua District Councils. A Water Services Strategy will be finalised April – June 2027, which this Strategy can inform.
- Direction by central government to systematically plan for housing and business growth, such as the National Policy Statement on Urban Development 2020 that requires councils to deliver well-functioning urban environments, with the necessary infrastructure such as stormwater. This change justifies early planning for stormwater in development projects.
- The resource management system is being reformed to regionally led land use planning with opportunities to work collaboratively at catchment scale to address stormwater that originates outside the city boundaries. The reform is also a shift from an effects based regulatory system to one focused on outcomes such as protecting water quality and freshwater systems.
- Direction by central government for councils to adapt to climate change, including the National Policy Statement on Natural Hazards 2025, and the National Adaptation Framework 2025. The New Zealand Infrastructure Strategy 2022 – 2052 and the Draft National Infrastructure Plan 2025 also provide direction for investment in stormwater infrastructure to meet the challenges of affordability and climate change. Should Government’s proposed

requirements for Territorial Authorities to develop adaptation plans for priority locations be enacted, from 2028 Councils would have five years to develop and adopt plans.

Implementing the Strategy during this period of once-in-a-generation reform is a challenge but also clarifies priorities for actions and presents opportunities to explore new approaches to stormwater management that can increase resilience to climate change. Most of the change will occur within the next five years; when the Strategy can provide high level guidance to focus actions that will improve our capacity and capability to manage stormwater in the longer term.

Figure 3: National, regional and local legislation and policy that currently directs and informs stormwater management.



2.8 Thinking beyond

Stormwater touches on most of Council's functions from infrastructure to civil defence, supporting economic growth, community development, consenting, building inspections, bylaws and strategic planning. This means that we need to think beyond our core disciplines to work across council and with collaborators to find longer-term and larger-scale approaches to water management in our land use planning and development.

We also need to think beyond our city limits because stormwater doesn't respect property or council boundaries. Unlike drinking water or wastewater, which is piped, the stormwater network is partly an open network that is strongly influenced by activities around and upstream of the city network. Some parts of the stormwater and flood protection network are managed and owned by Horizons Regional Council. Stormwater flows into the city from upstream catchments, which lie partly across or outside our city boundaries such as the upper catchments of the Manawatū, Mangaone and Raukawakawa (Ashhurst) Streams.

A Water Sensitive Design approach to managing stormwater provides a process for integrating land use and water management and can be applied at different scales from regional to catchment, subdivision and property. The approach does require integration of freshwater management with stormwater management, which requires us to work with our partners Rangitāne o Manawatū and other actors with a responsibility for managing freshwater water including Horizons Regional Council, our neighbouring local authorities, Government agencies, business sectors such as agriculture and development, our communities, and the new water services provider Central Districts Water.

3 Long-term aspirations for living and growing well with stormwater

In this section, the Strategy identifies a set of aspirational outcomes for how we want to live and grow with stormwater in the longer-term (i.e., 30 – 100 years). These aspirations will guide both short-term actions (in Section 4) and future reviews of the Strategy to stay on track.

3.1 Whānau Ora conceptual model applied to stormwater

In order to connect different functions and processes related to stormwater, the aspirational outcomes are framed by the holistic Whānau Ora conceptual model. Developed in 2009 by central government agencies, the model has been used to conceptualise and commission social service provision in a way that worked for whānau Māori. Palmerston North City Council has committed in the Oranga Papaioea City Strategy to use the model in our planning work. This conceptual model works well for stormwater because stormwater is a multi-faceted problem, rather than a solely an operational, or a flood or health risk, or a water quality problem, and therefore requires a holistic approach.

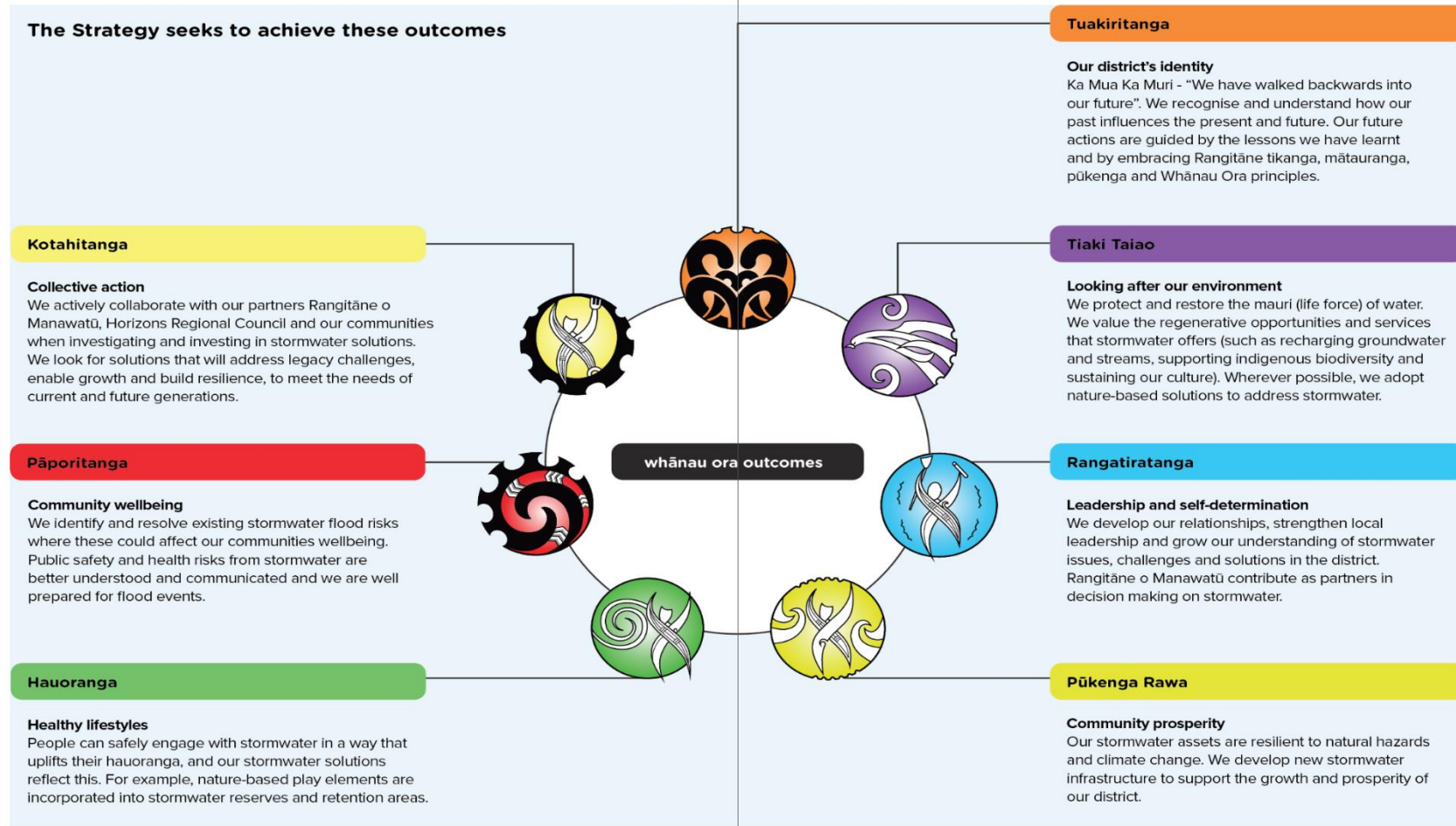
Whānau Ora recognises that the health, well-being, and resilience of people and communities, now and in the future, is intrinsically and relationally linked to holistic and sustainable management of resources such as water. In adopting this approach, the Strategy recognises that the long-term well-being of our communities is entwined with the health of water, including stormwater, and directs our attention and effort towards positive outcomes.

The Whānau Ora model has seven principles:

- **rangatiranga** / leadership and self-determination;
- **pūkenga rawa** / community prosperity;
- **kotahitanga** / collective action;
- **Pāporitanga** / community well-being;
- **hauoranga** / healthy lifestyles;
- **tuakiritanga** / our sense of place and identity; and
- **tiaki taiao** / caring for the natural world.

These seven Whānau Ora principles were interpreted by Kāhu Environmental Ltd as outcomes of stormwater management and are shown in Figure 4.

Figure 4: The seven Whānau Ora principles interpreted by Kāhu Environmental Ltd as aspirational outcomes for living and growing well with stormwater. We acknowledge Te Tihi o Ruahine Whānau Ora Charitable Trust Alliance who gave life to the tohu of Whānau Ora we apply in this Region.



3.2 Outcomes for stormwater management

The seven Whānau Ora framed outcomes for stormwater management have been used to group additional aspirations that were generated in engagement and are shown below.

Because Whānau Ora is an holistic model, some outcomes can relate to more than one Whānau Ora principle. This is the value of an holistic approach and leads to solutions that are naturally collaborative and multi-disciplinary.

Rangatiratanga, leadership in stormwater management through developing our relationships, strengthening local leadership and growing our understanding of stormwater issues, challenges and solutions in the city. Rangitāne o Manawatū, as partners, contribute in decision-making on stormwater

The Stormwater Strategy is referred to as a guide for decisions on stormwater management

Central Districts Water's provision of stormwater water services for Palmerston North is directed by the aspirations of the community, sectors, and stakeholder groups and Rangitāne o Manawatū that are described in the Stormwater Strategy

Palmerston North City Council with Rangitāne o Manawatū continues to lead decisions that contribute to a reduction of stormwater risk for people and property through a range of council functions (other than stormwater service delivery) such as planning, policy, and emergency management

Rangitāne o Manawatū contribute to decision-making on stormwater through Central Districts Water governance and the partnership agreement with Palmerston North City Council

Pūkenga Rawa, we excel in community growth and prosperity and future resilience through stormwater assets that are resilient to natural hazards and climate change and developing new stormwater infrastructure to support the growth and prosperity of our city

We develop affordable and equitable stormwater solutions for our communities

We understand how rainfall contributes to stormwater and we can predict what the impact of heavy rainfall events will be for our stormwater assets and communities

Both present and future communities' social, economic, environmental, and cultural needs are considered in stormwater planning

The city is less vulnerable to climate change impacts because stormwater is well managed

Kotahitanga, unified collective participation to address stormwater through Palmerston North City Council actively collaborating with our partners Rangitāne o Manawatū, Horizons Regional Council, Central Districts Water, and our communities when investigating and investing in stormwater solutions

The Stormwater Strategy guides longer-term collaboration towards addressing stormwater challenges in the city

Freshwater, land use, and development is managed in an integrated way, recognising water as an interconnected whole system, working across departments and organisations and with communities and households to develop catchment approaches to reduce the impact of stormwater on the city

Pāporitanga, individuals, whānau, and communities are safe from stormwater risks now and in the future through identifying and resolving stormwater flood risks where these could affect our communities' well-being. Public safety and health risks from stormwater are better understood and communicated and we are all well prepared for flood events

Properties and businesses are protected from stormwater flooding by a suite of interventions and methods

Communities and developers understand the mechanisms and infrastructure that protect homes and businesses from stormwater flooding

Hauoranga, engaging with stormwater as a positive event through people safely engaging with stormwater in a way that uplifts their Hauoranga, and our stormwater solutions reflect this

Children can play safely in stormwater

It is safe to collect mahinga kai without risk of contracting disease

Heavy rain events do not make people feel anxious about flooding

Tuakiritanga, water is central and celebrated in our city identity through ka mua, ka muri - “we have walked backwards into our future”. We recognise and understand how our past influences the future. Our future actions are guided by the lessons we have learnt and by embracing Rangitāne Tikanga, Mātauranga, Pūkenga and Whānau Ora principles

Palmerston North is celebrated as an exemplar of Water Sensitive Design where the ebbs and flows of stormwater are normal and positive events

Historic watercourses are remembered and celebrated

The relationship of Rangitāne o Manawatū and their culture and traditions with water and other taonga are provided for through protecting and restoring the mauri of the Manawatū Awa, its lagoons, tributaries and connections

We draw on a mix of knowledges including research, science, technical innovation and Mātauranga to develop stormwater solutions

Tiaki Taiao, looking after our whole environment through respecting and restoring the mauri or life force of water. We value the regenerative opportunities and services that stormwater offers, such as recharging groundwater and streams, supporting indigenous biodiversity and sustaining cultures through practice. Wherever possible, we adopt nature-based solutions to address stormwater

The Stormwater Strategy leads to a more diverse stormwater management system where the conveyance network is complemented by nature-based methods to slow, hold and filter stormwater

Stormwater solutions and spaces are deliberately designed to achieve multiple outcomes and maximise co-benefits for people and the water

Current controls and regulations to protect the environment are enforced.

Stormwater infrastructure can be designed to achieve broader outcomes and support the restoration of natural systems and deliver wider environmental and cultural outcomes such as reduce heat island effects, improves air and water quality, supports biodiversity, and enhances our relationships with water using a range of nature-based solution and water sensitive designs.

4 Actions in the short-term

This section of the Strategy turns to practical actions in the short-term (that is the next five years) that can begin to deliver the long-term aspirational outcomes described in Section 3. To ensure consistency with the longer-term, Whānau Ora outcomes have been used to group these short-term actions that were generated in engagement.

4.1 Actions in the next five years

In the next five years to 2031, much will have changed in how we manage stormwater. Central Districts Water will be delivering water services, a Regional Spatial Plan will have identified if Palmerston North requires an adaptation plan to reduce flooding risk, and council rates will be capped, which may mean less money for stormwater assets. There are actions that we can take in the next five years that will make good use of this time and will mean that the city is well-placed to live and grow well with stormwater in the longer-term (30 – 100 years) when climate change impacts are predicted to have increased.

These actions were also prioritised in engagement, and the highest priority actions are shown in bold.

Rangatiratanga, leadership in stormwater management through developing our relationships, strengthening local leadership and growing our understanding of stormwater issues, challenges and solutions in the city. Rangitāne o Manawatū, as partners, contribute in decision-making on stormwater

- The Stormwater Strategy is used to inform Palmerston North City Council’s Statement of Expectations to Central Districts Water and the development of the CDW Water Services Strategy, including;
- **Review and prioritise adequate resourcing, technical capacity and capability, including expertise in Water Sensitive Design stormwater solutions;**
- That implementation of the Stormwater Strategy is regularly monitored by Palmerston North City Council with Rangitāne o Manawatū, Central Districts Water and Horizons Regional Council to note progress and identify actions that need resources or support to be completed on time; and
- That the Stormwater Strategy is reviewed by Palmerston North City Council and Rangitāne o Manawatū with Central Districts Water and Horizons Regional Council by 2031

Pūkenga Rawa, we excel in community growth and prosperity and future resilience through stormwater assets that are resilient to natural hazards and climate change and developing new stormwater infrastructure to support the growth and prosperity of our city

- **The stormwater model is updated to include the latest NIWA data, incorporate new monitoring and flow data, and adding new subdivisions to the model especially greenfield development that contribute to changes in landform. The model is calibrated using rainfall data from local gauges, and the suitability of climate change scenario RCP6 (currently used for stormwater assessments) is reviewed**
- **The current system to collect, store and share data from weather events and network performance network performance in response to those events is extended to support future stormwater models through calibration and validation**
- **Stormwater management plans are prepared for five priority Stormwater Management Areas Kawau Taonui, Hokowhitu, followed by Otangaki and Whakarongo Stormwater Management Areas. The Plans should be informed by investigation of existing levels of service, asset condition, updates to the stormwater model, and Rangitāne o Manawatū Mātauranga**
- **Stormwater management options for future development scenarios are analysed, including identifying opportunities for future nature-based and large/catchment-scale attenuation methods, with mechanisms for preserving this option (e.g., future designation, vesting); and a review of how new stormwater management assets can be funded (e.g., either Development Contributions or targeted rate) to ensure equitable apportioning of costs of the construction and maintenance of structures; and an assessment of likely areas of the city where adaptation planning can protect access to insurance**
- Stormwater aspects of the consenting process for new developments are reviewed, including identifying resourcing gaps of stormwater technical support and processes that contribute to delays in securing a consent; a quarterly review of stormwater consenting processes across council teams (i.e., consents, district plan, and building inspection); and ensuring that the consent assessment approach is consistent with the National Policy Statement on Natural Hazards (2025)
- A gap analysis is conducted to understand levels of service in the Stormwater Asset Management Plan
- The 2022 criticality assessment is reviewed to gain a better understanding of the consequences of stormwater assets failing and to guide investment in stormwater management assets to protect critical infrastructure such as arterial roads, railway lines, transmission lines, community hubs, and hospitals

Kotahitanga, unified collective participation to address stormwater through Palmerston North City Council actively collaborating with our partners Rangitāne o Manawatū, Horizons Regional Council, Central Districts Water, and our communities when investigating and investing in stormwater solutions

- **Palmerston North City Council, Rangitāne o Manawatū, Horizons Regional Council and Manawatū District Council collectively explore options for catchment scale measures that enable development through mitigating stormwater flows and improving water quality**
- Palmerston North City Council continues funding for community collective actions that contribute to improved stormwater and water quality outcomes (e.g., community stream clean up events, neighborhood stormwater grate clearing events)

Pāporitanga, individuals, whānau, and communities are safe from stormwater risks now and in the future through identifying and resolving stormwater flood risks where these could affect our communities' well-being. Public safety and health risks from stormwater are better understood and communicated and we are all well prepared for flood events

- **That a citywide stormwater flood risk assessment is carried out, including a review of the impact of increased urban density against overland flow paths. This risk assessment could be summarised in a matrix of likelihood x consequence level as directed by the NPS-Natural Hazards (2025) and be used inform land use controls that reduce stormwater risk**
- A regular review process is established for Council's Standard Operating Procedures for heavy rain events
- **Consistent assessment of flood risk during rezoning to identify high flooding risk zones; prioritising avoidance over mitigation; and ensure stormwater flood protection structures are in place prior to development**
- **The stormwater tab on the council website is updated to explain all planning and infrastructure mechanisms that make the city a safe place to live and grow (e.g., District Plan rules, consenting processes, stormwater attenuation structures and devices, and design guides)**
- **That Palmerston North City Council runs an extension event for the developer sector and prepares fact sheets that communicate planning and regulatory mechanisms to reduce stormwater risk for our communities**
- **At least one annual communications campaign is conducted with the aim of communicating neighborhood and property-level stormwater actions that communities can take to reduce stormwater risk**

Hauoranga, engaging with stormwater as a positive event through people safely engaging with stormwater in a way that uplifts their Hauoranga, and our stormwater solutions reflect this

- That Palmerston North City Council considers provision of public access and opportunities for nature play development during the planning and construction of stormwater reserves, where this provision would be suitable and safe. Palmerston North City Council can also consider these opportunities in its shared paths, walkways, and nature play planning and budgeting
- **Palmerston North City Council and Horizons Regional Council with Rangitāne o Manawatū progress opportunities for incorporating Mātauranga into water quality monitoring programs**
- The Engineering Standards for Land Development are reviewed to allow for dual storage retention and detention tanks for stormwater harvesting and use on properties
- Palmerston North City Council continues to support community groups and volunteers such as Green Corridors to share riparian revegetation and freshwater ecosystem knowledge that contributes to improved stormwater and water quality outcomes

Tuakiritanga, water is central and celebrated in our city identity through ka mua, ka muri - “we have walked backwards into our future”. We recognise and understand how our past influences the future. Our future actions are guided by the lessons we have learnt and by embracing Rangitāne Tikanga, Mātauranga, Pūkenga and Whānau Ora principles

- That Rangitāne o Manawatū leads the process of naming of un-named streams, tributaries, and stormwater reserves
- **That a management framework for existing blue-green stormwater spaces in the city is developed. This framework can formalize opportunities for mārā and tree crops, include storytelling of our current and past and future stormwater management practices, and incorporate restoring and rehabilitating ecosystems where possible**
- **An assessment of nature-based climate adaptation and resilience-building options for waterways and water courses of the city. These options could include making room for rivers and streams to move, daylighting streams, restoring wetlands, designing alternate flow paths, revegetating waterway margins, and improving fish passage. This assessment can include clarifying how nature-based stormwater solutions can be implemented in the city (e.g., as guidance within engineering standards, as information and expectations for developers, formal adoption of best-practice guidance, or inclusion through objectives and policies in the District Plan)**

Tiaki Taiao, looking after our whole environment through respecting and restoring the mauri or life force of water. We value the regenerative opportunities and services that stormwater offers, such as recharging groundwater and streams, supporting indigenous biodiversity and sustaining cultures through practice. Wherever possible, we adopt nature-based solutions to address stormwater

- **That resources are directed towards ensuring compliance with rules, regulations, and bylaws designed to protect and improve stormwater outcomes and water quality. Examples include monitoring and enforcing private connections to the public stormwater network (as required in the Palmerston North City Council Stormwater Bylaw 2022), and monitoring trade waste contamination of stormwater (as controlled in the Palmerston North City Council Trade Waste Bylaw 2022)**
- **That Palmerston North City Council with Rangitīkei and Horowhenua District Councils should complete a review of the water services bylaws as required under the Local Government (Water Services) Act 2025) by August 2027, and develop a process to amend, revoke, review and replace any bylaws by August 2030**
- **That current consenting obligations for the stormwater network, including contaminants from roads and urban surfaces, are assessed and consideration given to securing a global consent for the stormwater network**

4.2. Greatest priorities

The highest priorities for action in the next five years have been identified by stakeholders, sector groups, community, Palmerston North City Council and Rangitāne o Manawatū and summarised as these:

Building stormwater technical capability and capacity through:

- Review and prioritise adequate resourcing, technical capacity and capability, including expertise in Water Sensitive Design stormwater solutions
- Drawing on a mix of knowledges from technical to social and Mātauranga

Investing in the tools we already have through:

- Resourcing enforcement to ensure compliance with existing rules and regulations that are designed to improve stormwater outcomes
- Education and communication about stormwater management

Increasing our understanding of stormwater through:

- Updating the stormwater model and
- Collecting, storing, and sharing monitoring data to improve the model
- Assessing flood risk for both inner city and future developments

Investigating future stormwater management options through:

- Collaborative exploration of catchment scale approaches to stormwater

- Exploring adaptation and resilience-building options for waterways
- Developing plans for five highest priority stormwater management areas
- Ensuring multiple use of blue-green spaces in the city

4.2 Monitoring our progress against outcomes and actions

We will monitor progress against outcomes and priority actions each year, when we review work programs that relate to stormwater. This will help us review the effectiveness of the actions and whether they are helping us achieve the outcomes. As well as documenting our progress, the monitoring process will be used to identify any emergent challenges that we didn't anticipate, and to consider new information in preparation for reviewing the Strategy.

4.3 Reviewing this Strategy by 2031

To ensure the Strategy remains current and fit for purpose, by 2031, the challenges, outcomes, and priority actions will be reviewed with Rangitāne o Manawatū, Horizons Regional Council, Central Districts Water, and our communities.

COMMITTEE WORK SCHEDULE

TO: Community Resilience & Sustainability Committee

MEETING DATE: 29 April 2026

TITLE: Committee Work Schedule - April 2026

RECOMMENDATION TO COMMUNITY RESILIENCE & SUSTAINABILITY COMMITTEE

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

COMMITTEE WORK SCHEDULE – APRIL 2026

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

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|----|----------------|---|---|--|--|
| | | bylaw | Planning | | |
| 7 | 20 May 2026 | Community Reference Groups terms of reference review | General Manager Customer & Community | | Terms of Reference |
| 8 | 20 May 2026 | Annual Youth Wellbeing programme update | General Manager Customer & Community | | Council 29 May 2024 Clause 95.2F(1)-24 |
| 9 | 10 June 2026 | Community centres improvement project (one off) update report | General Manager Customer & Community | | Community Committee 21 May 2025 Clause 14-25 |
| 10 | 10 June 2026 | Annual update on the implementation of the accessibility programme | General Manager Infrastructure | | 20 March 2024 Clause 11.2-24 |
| 11 | 19 August 2026 | Effectiveness of Civics Education Initiatives – Annual progress report | General Manager Customer & Community | | 29 May 2024 Clause 95.29-24 |
| 12 | 19 August 2026 | Vegetation Framework to include a Tree Policy focused on Council administered streets and public spaces | General Manager Strategic Planning | | Committee of Council 9 June 2021 Clause 31.8 |
| 13 | 19 August 2026 | Low Carbon Fund Allocations 2025/26 | General Manager Strategic Planning | | 21 August 2024 Clause 24-24 |
| 14 | 19 August 2026 | Housing Insecurity programme – 2 Year update | General Manager Customer & Community | | Terms of Reference |
| 15 | 19 August 2026 | Food Security policy – Annual Monitoring report | General Manager Customer & Community | | Terms of Reference |

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|----|------------------|---|---|--|---|
| 16 | 16 Sept 2026 | Annual Report on Library Services | General Manager Customer & Community | | 24 May 2023 Clause 22-23 |
| 17 | 16 Sept 2026 | Annual Dog Report 2025-2026 | General Manager Development and Regulatory | | |
| 18 | 16 Sept 2026 | Waste Management and Minimisation Plan 2024 – Annual Progress update for 2025/26 FY | General Manager Infrastructure | | 9 Sept 2020 Clause 17-20 |
| 19 | 16 Sept 2026 | City wide Emissions Inventory 2026 Annual Report | General Manager Strategic Planning | | Climate change plan ongoing action #3 |
| 20 | 16 Sept 2026 | PNCC Organisational Emissions Inventory 2025/2026 Annual Report | General Manager Strategic Planning | | Climate change plan ongoing action #1 |
| 21 | 21 October 2026 | Annual Report – Community Funding Allocation 2025/2026 – Community and environment groups | General Manager Customer & Community | | Rec 1c of the Community Grants & Events Funding Review – May 2021 |
| 22 | 21 October 2026 | Disability Reference Group – Annual Presentation | General Manager Customer & Community | | Invitation to present 4 Nov 2020 Clause 41-20 |
| 23 | 21 October 2026 | Pasifika Reference Group – Annual Presentation | General Manager Customer & Community | | Terms of Reference |
| 24 | 21 October 2026 | Seniors Reference Group – Annual Presentation | General Manager Customer & Community | | Terms of Reference |
| 25 | 17 February 2027 | Soft Plastics Trial – Effectiveness and Costs | General Manager Infrastructure | | Council 3 December clause 193-25 |

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|----|-------------|---|--|--|---|
| 26 | April 2027 | Manawatū River framework – progress report | General Manager Infrastructure | | 26 April 2023 Clause 4-23 |
| 27 | As required | Manawatū-Whanganui Climate Joint Action Committee | General Manager Strategic Planning | | Climate change plan ongoing |
| 28 | TBC | Summerhays Reports – Partnership Models Expressions of Interest | General Manager Infrastructure | | 1 May 2024 Clause 66-24 and 74-24 |
| 29 | TBC 2026 | Options to deliver social housing within the current Revenue and Finance Policy limit | General Manager Infrastructure/ General Manager Strategic Planning | | 20 March 2024 Clause 10-24 |
| 30 | TBC 2026 | Work Programme 1: Delivery Model for Property – CCO Trust, to include Summerhays Street. | General Manager Infrastructure | | Council 1 May 2024 Clause 66-24 |
| 31 | TBC 2026 | Progress report on social housing development at Summerhays Street | General Manager Infrastructure/ General Manager Strategic Planning | | Council 1 May 2024 Clause 66-24 |
| 32 | TBC 2026 | Waste Management Bylaw – results of the Construction and Demolition waste diversion trial | General Manager General Manager Infrastructure/ Strategic Planning | | Council 3 December 2025 Clause 193-25 |