



Office of the Mayor

4 February 2026

Manawatū Community Trust
Liam Greer (Chair)
FEILDING

Dear Liam

Statement of Expectations for Manawatū Community Trust 1 July 2026 – 30 June 2027

Manawatū District Council values the important contribution Manawatū Community Trust (MCT) makes to our vision of “Proudly Provincial. A great place to land - Wehi nā te kāinga taurikura nei ki tuawhenua”.

This Statement of Expectations provides direction to assist MCT in preparing its required Statement of Intent (SOI) as a Council Controlled Organisation for the three years 2026 – 2029. It also clarifies Council’s expectations on how MCT and Council can work together for maximum community benefit.

1.0 Strategic Direction

Manawatū District Council’s vision is:

Proudly provincial. A great place to land - Wehi nā te kāinga taurikura nei ki tuawhenua

Manawatū Community Trust has an important role to play in helping Council achieve its strategic priorities to achieve our vision. Although all priorities are relevant, of particular focus is the priorities of a place to belong and grow, a future planned together, and value for money and excellence in local government.

Manawatū District Council’s Strategic priorities are:

- **A place to belong and grow. He kāinga e ora pai ai te katoa - We provide leisure and sports facilities and support community activities to encourage social and cultural well-being for everyone.**
- **A future planned together. He kāinga ka whakamaherea tahitia tōna anamata e te hapori tonu - We work with all parts of our community to plan for a future everyone can enjoy.**
- An environment to be proud of. He kāinga ka rauhītia tōna taiao - We protect and care for the Manawatū District’s natural and physical resources.
- Infrastructure fit for future. He kāinga ka tūwhena tonu ōna pūnahahanga, haere ake nei te wā - We ensure the Manawatū District has infrastructure (water, roads, etc.) that meets the needs of the community now and into the future.

- A prosperous, resilient economy. He kāinga ka tōnui tōna ūhangā - We aim to make the Manawatū District a great place to live, to visit and to do business.
- **Value for money and excellence in local government He kāinga ka eke tōna kāwanatanga ā-rohe ki ngā taumata o te kairangi - We take pride in serving our communities. We focus on doing the best for the District.**

The overall result Council strives for is - Our people delivering great service and facilities to our community. MCT as a Council Controlled Organisation (CCO) is seen as an extension of Council striving towards this outcome.

2.0 Development of the Statement of Intent (SOI)

When developing Manawatū Community Trust's SOI, we expect that you will address the following:

Council's Expectations	Comment to Trust for preparation of SOI 2026 - 2029
Identify demand in the Manawatū District for affordable housing stock for seniors and disabled people	<ul style="list-style-type: none"> • Engage with the community to determine the number and type of housing offerings needed in the district
Contribute to community health and wellbeing by increasing the number of affordable housing units in the Manawatū District	<ul style="list-style-type: none"> • Plan to develop and diversify housing stock, tenure options, neighbourhoods, and service offerings, that align with demand.
Contribute to community health and wellbeing in the Manawatū District by: <ul style="list-style-type: none"> • maintaining and developing the existing housing stock to be user friendly, adaptable, accessible, compliant, and safe • maintain the Feilding Health Care (FHC) facility for the benefit of the community 	<ul style="list-style-type: none"> • Ensure housing stock is fit for purpose and complies with legislation • Ensure housing stock is affordable for the target market • Collaborate with FHC for the benefit of the community
Practice good governance principles and sound financial performance.	<ul style="list-style-type: none"> • Succession planning for the continuation and development of MCT • Submit a six-monthly financial report and an audited annual report that meets the timelines of MDC and Audit NZ • Seek out partnerships including third party funding opportunities, grants and financing to ensure MCT remains financially sustainable • Practice good governance principles

3.0 Working together

One of Council's priorities is to establish and manage an effective working relationship based on mutual respect and trust with its CCOs. This means more than regular reporting, it means two-way dialogue and working together to achieve shared outcomes.

To achieve these aims, Council has the following expectations:

- Collaboration – MCT and Council will work together collaboratively to ensure MCT’s policies and decisions represent the strategic direction and best interest of the Council and ultimately the community;
- Communication - Ongoing engagement between MCT and Council, both at a governance and operational level, to ensure that all parties are well-informed of each other’s mandate and priorities. Council decisions are to be communicated in a positive manner and any concerns should be raised directly with Council Officers;
- Performance - MCT is the most important monitor of their performance. Council expects MCT to advise regularly of its performance, implications for future performance, and risks and opportunities faced by the organisation. Reporting to Council is required six-monthly and annually with a no surprises approach to communication. Performance measures will be developed together;
- Partnerships - Strategic partnerships will be developed and maintained;
- Funding – In addition to the access through Council for reduced interest loans from the Local Government Funding Authority (LGFA) and Local Government New Zealand (LGNZ), opportunities to attract third party investment to be identified and actioned as appropriate.

Council will notify MCT of any actions or announcements that may affect MCT before any public announcement is made.

4.0 Responsibilities

The Council expects that MCT will:

- Achieve the objectives and performance measures as determined through the Manawatū Community Trust Deed, the Statement of Expectations, and the Statement of Intent;
- Align its strategic priorities to Council’s wider strategic priorities;
- Manage financials in a prudent manner which promotes current and future interests of the community, ensuring efficient allocation of public resources;
- Provide audited financial statements which are prepared with generally accepted accounting practice;
- Work to mitigate risk through ensuring sound Health and Wellbeing practices. Reporting on Health and Wellbeing to be included in the six-monthly reporting to Council;
- Uphold good governance practices, such as managing real or perceived conflicts of interest in line with Council’s policy; be sensitive to the demand for accountability and transparency required by the status of a public entity; and retain good visibility over operational decision-making, managing risks in a proactive manner.

The responsibilities of Council are to:

- Enable access for reduced interest loans through the Local Government Funding Authority (LGFA);
- Support MCT to achieve the objectives of this Statement of Expectation, receiving and approving the draft and final Statement of Intent;
- Appoint trustees to the MCT board in accordance with the Trust Deed and Appointment of Directors to Council Controlled Organisations Policy;

- Monitor MCT's performance as informed through the presentation of six-monthly and annual reports to Council;
- Build and maintain a relationship of mutual respect and trust, including communicating in a positive manner about MCT's successes.

5.0 Accountability, monitoring and transparency

MCT is statutorily required to meet its obligations under Part 5 and Schedule 8 of the Local Government Act 2002 (LGA) including achieving the objectives of the Council, be a good employer, and exhibit a sense of social and environmental responsibility. The Act was amended with changes applicable from October 2019.

It is important to the Council that the people of the Manawatū District know that they can attend at least one public board meeting each year, even if the majority will not choose to do so. The Council sees MCT's AGM as the ideal opportunity to do this and encourages MCT to actively promote this to the public.

6.0 Timeline of the Statement of Intent (SOI)

04 March 2026	Draft SOI presented to Council
05 March 2026	Council recommended changes to the draft SOI sent to the Trust for consideration / inclusion
On or before 25 May 2026	Updated SOI delivered to Council Officers by MCT
03 June 2026	Final SOI presented to Council

We look forward to continuing our collaborative working relationship with MCT as a robust, professional, and viable organisation that is providing a modern healthy living environment, up to date, good quality, sustainable housing and health facilities that address the needs of the community to enhance the long-term wellbeing of Manawatu residents.

We thank the Trust and Employees of MCT for their work and collaboration as we move ahead together.

Yours sincerely

Michael Ford JP
Mayor