

MANAWATŪ DISTRICT COUNCIL

District Development Committee Agenda

Wednesday 25 November 2026, 8:30 am

The meeting will be held at the Manawatū District Council, 135 Manchester Street, Feilding, and a video recording made available on

www.mdc.govt.nz

Membership

Chairperson:	Cr Colin Dyer
Deputy Chairperson:	Cr Raewyn Loader
Members:	Cr Bridget Bell Cr Alison Short Cr Sam Hill Cr Rob Duindam Cr James McKelvie His Worship the Mayor, Michael Ford

Terms of Reference

Introduction

The District Development Committee is established to support the Manawatu District Council's strategic direction in fostering sustainable growth, community wellbeing, and economic vitality across the Manawatū District. The Committee provides focused governance oversight of district planning, land use, and development matters, ensuring these activities advance the outcomes and priorities set out in the Long-Term Plan and other key strategic frameworks.

The Committee operates under delegated authority from the Council and provides recommendations on matters of district development policy, strategy, and implementation that have significant community, economic, or social implications. It also serves as a key interface between planning, economic, and community development functions to ensure coordinated and future-focused decision-making that enhances the liveability and prosperity of the district.

Purpose

The purpose of the District Development Committee is to guide and oversee the planning and development of the district in a manner that promotes sustainable growth, vibrant communities, and a resilient local economy. The Committee ensures that development initiatives, planning frameworks, and related policy work align with Council's strategic objectives, legislative requirements, and community aspirations.

Through its oversight and recommendations, the Committee supports informed Council decision-making that balances growth with community wellbeing, inclusion, and the creation of thriving places where people and businesses can succeed.

Responsibilities

1 Consider the impact of the Government's Resource Management Act (RMA) reforms. Make recommendations to Council for consideration and / or approval, noting any strategic risks.

2 Consider the districts Growth Framework, associated village plans, and other related planning work such as the Housing Capacity Model. Make recommendations to Council for consideration and / or approval, noting any strategic risks.

3 Receive the progress reports on the District Plan programme of work, and escalate any strategic risks and make recommendations to Council for approval as required.

4 Approve the initiatives to be delivered for the Feilding Town Centre Refresh project that was approved by Council in the 2024-2034 Long-term Plan.

5 Consider potential economic development opportunities (outside of those delivered by the Central Economic Development Agency or Feilding and District Promotions). Make recommendations to Council for consideration and / or approval, noting any strategic risks.

6 Consider matters relating to community development, including opportunities, partnerships, community needs and initiatives that contribute to community wellbeing and Council's strategic outcomes. Make recommendations to Council for consideration and/or approval, noting any strategic risks.

7 Provide governance oversight of Council's community grant funding in accordance with the Grants Policy, Community Committees Policy and Marae and Hapū Committees Policy including:

a. Receive and consider for approval all Priority Services contracts.

b. Receive an annual performance summary report on Priority Services contracts, with Priority Services contract holders presenting annually to the Committee.

c. Receive and consider reports on grant applications exceeding $20,000, and approve the allocations where applicable.

d. Receive six-monthly or annual summary reports outlining grant decisions made under delegation by the Grant Connector (up to $1,000 in accordance with the Grants Policy), General Manager – Community (up to $5,000), and the Executive Leadership Team ($5,001–$20,000).

e. Receive six-monthly and annual summary reports on funding allocated through Community Committees and Marae and Hapū Committees.

f. Ensure that all grant decisions align with Council policy, strategic priorities, and approved budgets.

Note performance reporting relating to Council's direct strategic relationships will continue to be presented directly to Council. These include organisations like Central Economic Development Agency, Feilding and District Promotions, Manfeild, and Sport Manawatū.

Quorum

Three members of the committee.

Meeting Cycle

Meetings held 2-monthly on a Wednesday at 8.30 am.



Shayne Harris
Chief Executive

ORDER OF BUSINESS

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1. MEETING OPENING

The Chair will open the meeting.

2. APOLOGIES

3. CONFIRMATION OF MINUTES 8

Recommendation

That the minutes of the District Development Committee meeting held 09 September 2026 be adopted as a true and correct record.

4. DECLARATIONS OF INTEREST

Notification from elected members of:

4.1 Any interests that may create a conflict with their role as an elected member relating to the items of business for this meeting; and

4.2 Any interests in items in which they have a direct or indirect pecuniary interest as provided for in the Local Authorities (Members' Interests) Act 1968

5. PUBLIC FORUM

There are no public forum items scheduled for this meeting.

6. PRIORITY SERVICES PRESENTATIONS 2025-26

6.1 THE MANAWATU HISTORIC VEHICLE COLLECTION TRUST 8.35 AM

Presenter – Bryan Guy.

6.2 PALMERSTON NORTH SURF LIFESAVING CLUB 8.45 AM

Presenter – Alec Mackay.

6.3 FEILDING AND DISTRICT ART SOCIETY 8.55 AM

Presenter – Eris Newson.

6.4 PARENTLINE MANAWATŪ 9.05 AM

Presenter – Raewyn Persson.

6.5 MANCHESTER HOUSE SOCIAL SERVICES 9.15 AM

Presenters – Maxene Adamson and Belinda Morgan.

6.6 WHATUNGA TŪAO / VOLUNTEER CENTRAL 9.25 AM

Presenters – Kate Aplin and Maria Jacob.

6.7 AGE CONCERN PALMERSTON NORTH AND DISTRICT 9.35 AM

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Presenter – Julie Macdonald.

6.8 YOUTHLINE 9.45 AM

Presenter – Craig Lowe.

6.9 ST JOHN FEILDING AREA COMMITTEE 10.15 AM

Presenter – Rex Wheeler.

6.10 TE MANAWA FAMILY SERVICES 10.25 AM

Presenters – Sarah Scott and Tracey Bullock.

6.11 PLANT TO PLATE AOTEAROA 10.35 AM (online)

Presenters – Courtney Manu and Ciara Funnell.

6.12 NEIGHBOURHOOD SUPPORT MANAWATŪ 10.45 AM

Presenter – Nicky Birch.

7. NOTIFICATION OF LATE ITEMS

Where an item is not on the agenda for a meeting, that item may be dealt with at that meeting if:

7.1 The District Development Committee by resolution so decides; and

7.2 The Chairperson explains at the meeting at a time when it is open to the public the reason why the item is not on the agenda, and the reason why the discussion of the item cannot be delayed until a subsequent meeting.

8. PRIORITY SERVICES ACCOUNTABILITY REPORTS 2025-26

8.1 THE MANAWATU HISTORIC VEHICLE COLLECTION TRUST 12

Report of the General Manager – Community.

8.2 PALMERSTON NORTH SURF LIFESAVING CLUB 19

Report of the General Manager – Community.

8.3 FEILDING AND DISTRICT ART SOCIETY 25

Report of the General Manager – Community.

8.4 PARENTLINE MANAWATŪ 31

Report of the General Manager – Community.

8.5 MANCHESTER HOUSE SOCIAL SERVICES 37

Report of the General Manager – Community.

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8.6 WHATUNGA TŪAO / VOLUNTEER CENTRAL 42

Report of the General Manager – Community.

8.7 AGE CONCERN PALMERSTON NORTH AND DISTRICT 111

Report of the General Manager – Community.

8.8 YOUTHLINE 117

Report of the General Manager – Community.

8.9 ST JOHN FEILDING AREA COMMITTEE 123

Report of the General Manager – Community.

8.10 TE MANAWA FAMILY SERVICES 130

Report of the General Manager – Community.

8.11 PLANT TO PLATE AOTEAROA 136

Report of the General Manager – Community.

8.12 NEIGHBOURHOOD SUPPORT MANAWATŪ 144

Report of the General Manager – Community.

9. OFFICER REPORTS

9.1 TOWN CENTRE REFRESH 150

Report of the General Manager – Community.

10. CONSIDERATION OF LATE ITEMS

11. PUBLIC EXCLUDED BUSINESS

RECOMMENDATION

That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Confirmation of Minutes; 09 September 2026

That 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	Grounds under Section 48(1) for the passing of this resolution
12. Confirmation of Minutes; 09 September 2026	*To consider the accuracy of the minutes of the public excluded District Development Committee meeting on 09 September 2026.* *Any changes to previous minutes may require members to discuss the content of the public excluded session.*	s48(1)(a)

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

14. MEETING CLOSURE

MEETING MINUTES	
DISTRICT DEVELOPMENT COMMITTEE	TIME
WEDNESDAY 09 SEPTEMBER 2026	1.00 PM

Minutes of a meeting of the District Development Committee held on Wednesday 09 September 2026, which commenced at 1.00 pm at the Manawatū District Council, 135 Manchester Street, Feilding.

PRESENT:	Councillor Colin Dyer	Chairperson
	Councillor Bridget Bell	Via zoom
	Councillor Sam Hill	
	Councillor Raewyn Loader	
	Councillor Alison Short	
	Mayor Michael Ford	
IN ATTENDANCE:	Lyn Daly	General Manager - Community
	Steph Skinner	Governance and Strategy Officer
	Richard Hills	Senior Policy Planner
	Matthew Mackay	Principal Policy Planner
	Councillor Rob Duindam	
	Councillor Grant Hadfield	
	Councillor James McKelvie	

DDC 25-28/014

MEETING OPENING

DDC 25-28/015

APOLOGIES

There were no apologies.

DDC 25-28/016

CONFIRMATION OF MINUTES

RESOLVED

That the minutes of the District Development Committee meeting held 11 February 2026 be adopted as a true and correct record.

Moved by: Cr Raewyn Loader

Seconded by: Cr Sam Hill

CARRIED (6-0)

DDC 25-28/017

DECLARATIONS OF INTEREST

There were no declarations of interest.

DDC 25-28/018

PUBLIC FORUM

There were no requests for public forum.

DDC 25-28/019

PRESENTATIONS

There were no presentations scheduled for this meeting.

DDC 25-28/020

NOTIFICATION OF LATE ITEMS

There were no late items of business notified for consideration.

DDC 25-28/021

OFFICER PRESENTATION – PLANNING REFORMS – PLANNING ACT AND NATURAL ENVIRONMENT ACT UPDATE

Richard Hills and Matthew Mackay provided an update to the Committee.

- The discussion focused on the upcoming Planning Act and Natural Environment Act, and changes to them, especially if opposition parties form government after the November general election. Key changes proposed by opposition parties included reinserting a Treaty Clause, adding climate change and blue-green principles, and requiring national instruments such as environmental limits to go through an independent expert board of inquiry panel process rather than being set by the Minister.

- The group also discussed the new National Policy Direction document with 104 directives across various themes including housing, infrastructure, primary production, mining, and public values, though participants noted the wording is quite vague and requires significant interpretation. Council needs to decide by 16 October whether to make a submission on the National Policy Direction through their submissions panel.

DDC 25-28/022

OFFICER PRESENTATION – SPATIAL PLANNING INTERIM SECRETARIAT ROLE UPDATE

Richard Hills and Matthew Mackay provided an update to the Committee.

- The meeting discussed the establishment of a secretariat for a regional planning initiative. Richard Hills explained that the current interim arrangements include a Project Director (Nick Peet), a Regional Policy and Planning Group, GIS, and legal support, with Rebecca Maplesdon serving as interim MCERT representative.

- It was acknowledged that while some components are in place, substantial work remains to be done, with estimated costs around $5 million plus for the preparing the spatial plan (shared across councils in the region), being part of overall estimated Planning Act transition cost which exceed $860 million across New Zealand. MDC Chief Executive's leadership of the sponsors group was noted as positive, though concerns were raised about the lack of government resources for these unfunded mandates.

DDC 25-28/023

CONSIDERATION OF LATE ITEMS

There were no late items notified for consideration.

DDC 25-28/024

PUBLIC EXCLUDED BUSINESS

RESOLVED

That the public be excluded from the following parts of the proceedings of this meeting, namely:

1. Summary Report – Proposed Plan Change E update

That 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	Grounds under Section 48(1) for the passing of this resolution
11.1 Summary Report - Proposed Plan Change E Update	s7(2)(i) – commercial negotiations s7(2)(g) – maintain legal privilege *Maintaining legal professional privilege, and enabling MDC to continue with negotiations*	s48(1)(a)

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

Moved by: **Cr Colin Dyer**

Seconded by: **Cr Sam Hill**

CARRIED (6-0)

The meeting went into public excluded session at 2.36 pm.

For items DDC 25-28/025 and DDC 25-28/026 refer to public excluded proceedings. The meeting returned to open session at 2.53 pm.

DDC 25-28/027

MEETING CLOSURE

The meeting was declared closed at 2.53 pm.

Meeting Video

https://www.DDC.govt.nz/about-council/meetings-agendas-and-minutes/videos-of-council-and-committee-meetings/manawatu-district-council-meeting-videos

Council

Meeting of 25 November 2026

Business Unit: Community
Date Created: 21 October 2026

The Manawatu Historic Vehicle Collection Trust Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Manawatu Historic Vehicle Collection Trust accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between The Manawatu Historic Vehicle Collection Trust and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the summary of accountability summary for Manawatu Historic Vehicle Collection Trust for the period 01 July 2025 to 30 June 2026
2. Accepts that The Manawatu Historic Vehicle Collection Trust has **satisfactorily met** its service delivery outcomes and reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month performance accountability summary for the 2025-28 contract period.

Organisation	The Manawatu Historic Vehicle Collection Trust
Reporting period	1st July 2025 to 30th June 2026
Council investment	$30,000 (excl GST) per annum
Return on investment	Funded Activities and Goals: - To provide an ongoing vibrant museum that caters for all ages of visitors from the region as well as national and international visitors, that want to learn about the history of the area. - Connecting with the community through various initiatives including smoko groups, skills day, rural day and children's workshops that show the value of how the district has developed over time This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau/Social Wellbeing- We are actively engaged. Wairua/Spiritual Wellbeing- We are connected and inclusive. Hinengaro/Cognitive Wellbeing- We are lifelong learners

Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-2025, 2019-2022

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of paying visitors per year. Target- 4500 2. Number of Groups hosted. Target -40
Status	Exceeded
Performance Summary:	
The number of paying visitors (8011) almost doubled the target given in the contract and the number of groups hosted (52) also exceeded the target given in the contract.	

Outcome 2	How well? Number of clients who answered the client satisfaction question: Target for individuals- 200. Target for group- 40. Number of clients who were satisfied or highly satisfied with the programme/service they received. Target for individuals, 180. Target for groups, 40.
Status	Exceeded (Individuals) Not Met (Groups)
Performance Summary:	
443 people responded to the client satisfaction question on the survey 423 were highly satisfied or satisfied with the programme/service they received. 31 groups answered the client satisfaction question survey with 30 of them being highly satisfied or satisfied with the programme/service they received.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- our people share their skills and experience with others. Target for answering the 'skills share' question in the survey-120. Target for strongly agreeing or agreeing that the project/event has enabled them to share their skills and experience with other-120
Status	Exceeded
Performance Summary:	
265 people responded to the 'skills share' question on the survey and 259 strongly agreed or agreed that the project/event has enabled them to share their skills and experience with others. Over 120 volunteers are involved with the museum, and they gain appreciation and respect from their contribution and work they do in preserving our history and heritage.	

Outcome 4	Is anyone better off? Wairua – spiritual Wellbeing – We are connected and inclusive- we value who we are and where we have come from. Target for answering the 'value where we come from' question on the survey- 150. Target for strongly agreeing or agreeing that the project/event has celebrated the districts history and diversity- 150.
Status	Exceeded
Performance Summary:	
434 people responded to the 'value where we come from' question on the survey and 399 strongly agreed or agreedthat the project/event celebrated the district's history and diversity. Volunteers preserve local heritage by continually improving the displays and adding new exhibits, including the recent addition of the "Russian Jack" display and an interactive working milking shed exhibit.	

Outcome 5	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We have creative, cultural and recreational participation in our communities. Target for answering the 'celebrated arts' question on the survey- 120. Target for strongly agreeing or agreeing that the project/event has nurtured and/or celebrated the arts, -150.
Status	Exceeded
Performance Summary:	
368 people responded to the 'celebrated arts' question on the survey and 351 strongly agreed or agreed that the project/event has nurtured and/or celebrated the arts. The trust actively participates in community events such as the Feilding Christmas Parade and Rural Day. They regularly organise children's school holiday workshops as well as open days such as Old Skills Day and Boys and Their Toys. Last year they held a Halloween fun night and each week they have 'Thursday smoko'. Temporary exhibitions include exhibits from others, such as Palmerston North's David Warnock Medical Museum and the trust is currently organising a second visiting display from Museum of New Zealand Te Papa. They have hosted book launches, family memorial services, family birthday and anniversary celebrations, as well as a wide variety of club and business functions. There are greater numbers of international visitors and bus tours than in the past**.**	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

Their Annual Performance report notes a small operating surplus of $11,896.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The Trust's reported performance provides confidence in its ability to continue delivering the contracted services. Strong visitor numbers, ongoing volunteer involvement and a reported operating surplus support this assessment. Continued reliance on volunteers and external funding means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 The proposed gallery lighting upgrade responds to visitor feedback and is a significant development for the museum. The Trust has secured $63,750 towards the estimated $115,000 cost and is seeking further funding. Progress with this project, alongside any changes affecting service delivery, will be reviewed through the next reporting period.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 15 October 2026

Palmerston North Surf Lifesaving Club Inc Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Palmerston North Surf Lifesaving Club Inc accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the Palmerston North Surf Lifesaving Club Inc and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Palmerston North Surf Lifesaving Club Inc accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Palmerston North Surf Lifesaving Club Inc has **satisfactorily met** its service delivery outcomes and reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month performance accountability summary for the 2025-28 contract period.

Organisation	Palmerston North Surf Lifesaving Club Inc
Reporting period	1st July 2025 to 30th June 2026
Council investment	$16,500 (excl GST) per annum
Return on investment	**Funded Activity:** to provide Regional Lifeguard Service for six weeks Monday to Friday from mid-December to the end of January each year. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged. Hinengaro-Cognitive Wellbeing-We are lifelong learners. Tinana-Physical Wellbeing- We prepare for tomorrow today.
Contract period and history	Current Priority Services Contract: 2025-2028. Previous Priority Services Contracts: 2019-22 2022-25.

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

2.2 For the purpose of this contract clients are the surf lifeguards. The public are not surveyed.

Outcome 1	How much? 1. Number of surf lifeguards. Target-3 2. Number of surf patrol hours. Target-640 3. Number of surf rescues. Target-0 2.3 Number of interventions requiring lifeguards' assistance of people. Target 4000
Status	Met (Target 1) Not Met (Targets 2,3,4)
Performance Summary:	
There were three lifeguards over the six weeks of patrol. Surf patrol hours were slightly below target at 634.25. There was one surf lifesaving rescue. There were 2162 interventions requiring lifeguards' assistance of people. These however do not include a number of first aid interventions and a search. The target number of interventions was based on 2024-25 numbers. The organisation notes that it was a busy season with a rescue, a number of first aid responses, one search and preventive actions that involved over 2000 members of the community. Importantly, no drownings occurred during the period they patrolled.	

Outcome 2	How well? Number of clients (Surf Lifeguards) who answered the client satisfaction question in the survey, Target-3 Number of clients (Surf Lifeguards) who were highly satisfied or satisfied with the programme/service they received. Target-3
Status	Met
Performance Summary:	
The satisfaction survey was for Surf Lifeguards. All three answered it at both the 6 month and 12 month interval and all noted that they were were highly satisfied or satisfied with the programme/service they received. The Surf Lifeguards' satisfaction reflected both the value of the work and the positive outcomes they achieved during the patrol period. They were able to undertake paid work in an area they are passionate about while contributing directly to public safety through preventative actions, first aid, and providing beach and sea safety advice. Opportunity was also provided for a new lifeguard to gain experience and learn from more experienced colleagues.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- Our people share their skills and experience with others. Target for answering the 'skills share' question on the survey- 3. Target for strongly agreeing or agreeing that the project/event has enabled them to share their skills and experience with others- 3
Status	Met
Performance Summary:	
All three Surf Lifeguards answered this question at both the 6 month and 12 month interval and all noted that they strongly agreed or agreed that the project/event has enabled them to share their skills and experience with others. One lifeguard returned to the position this year after enjoying the experience in 2025. Two lifeguards, who brought their experiences from other beaches in the region, enjoyed being on a different beach and in a new team. Over the seasons the lifeguards developed into a coherent and effective team.	

Outcome 4	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today- Our people and communities feel safe. Target for answering the 'feel safe'' question on the survey- 3. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a safer community- 3.
Status	Met
Performance Summary:	
All three Surf Lifeguards answered this question at both the 6 month and 12 month interval and all noted that they strongly agreed or agreed that the project/event has positively contributed to creating a safer community. The outcome of lifeguard engagement with the general public is that both individuals and families have a better understanding of the risks associated with the environment and a better appreciation of the actions and practices they can take to be safe and have fun when on the beach or in the water.	

Outcome 3	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whanau and communities better. Target for answering the 'work together' question on the survey. Target for strongly agreeing or agreeing that the project/event has supported whānau and communities to achieve their aspirations.
Status	Met
Performance Summary:	
All three Surf Lifeguards answered this question at both the 6 month and 12 month interval and all noted that they strongly agreed or agreed that the project/event has supported whānau and communities to achieve their aspirations. Over the contract period lifeguards engaged in a total of 313 actions involving 2163 members of community.	

2.4 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

The Annual Performance Report notes an operating surplus of $17,758.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides confidence in its ability to continue delivering the contracted services. Strong service delivery, ongoing volunteer involvement and a reported operating surplus support this assessment. Continued reliance on external funding for the 6 week summer Lifeguarding Service means that financial sustainability remains a relevant consideration for ongoing contract monitoring.

3.2 The club is very happy with the performance and delivery of the Lifeguard Service. The Club and lifeguards work collaboratively to continually improve the quality, effectiveness, and safety of the lifeguard service they provide.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 19 October 2026

Feilding and District Arts Society Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the the Feilding and District Arts Society accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the Feilding and District Arts Society and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Feilding and District Arts Society accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Feilding and District Arts Society has **satisfactorily met** its service delivery outcomes and reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Feilding and District Arts Society
Reporting period	1st July 2025 to 30th June 2026
Council investment	$5,000 (excl GST) per annum
Return on investment	**Funded Activities:** to create and promote opportunities for the community to participate in the arts, which include classes, exhibitions and competitions and to support Council Officers with the Feilding CBD Refresh Project in particular with having a presence of street art as part of the project. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged. Wairua-Spiritual Wellbeing- We are connected and inclusive. Hinengaro-Cognitive Wellbeing-We are lifelong learners
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of members. Target-115 2. Number of visitors. Target-9000 3. Number of exhibitors and participants in classes and art workshops. Target- 300
Status	Exceeded on all counts.
Performance Summary:	
Number of members totalled 383, however as the membership year runs from 1 April to 31 March the figures presented are not cumulative for the calendar year. Visitors totalled 9329, and the number of exhibitors and participants in classes and art workshops totalled 342. These exceeded numbers have been attributed to general growth, and also the importance of word of mouth recommendations. The original contract measures were based on existing membership, visitor and exhibitor numbers at the time of writing rather than projected growth figures. The exceeded targets are largely a reflection of the positive growth the Society has experienced since then. Membership figures are not directly comparable with previous years as they now include youth membership. At the end of the last membership year, there were 235 members comprising of 53 youth members and 182 other members. Even with youth members excluded there has been a significant increase in membership numbers.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target, members- 60, Target, visitors- 50, Target, exhibitors-100 Number of clients satisfied or highly satisfied with the programme/service they received. Target, members-50, Target, visitors- 48, Target, exhibitors- 95
Status	Exceeded (members and visitors) Not met (exhibitors)
Performance Summary:	
116 members responded to the 'client satisfaction' question on the survey with 107 being satisfied or highly satisfied with the programme/service they received. 55 visitors responded to 'client satisfaction' question on the survey with 67 being satisfied or highly satisfied with the programme/ service they received. This elevated satisfaction number was due to an answering error, the assumption being that members accidentally answered this question also. 96 exhibitors and participants responded to the 'client satisfaction' question on the survey with 94 being satisfied or highly satisfied with the programme/service they received.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- Our people share their skills and experience with others. Target for answering the 'skills share' question on the survey-100. Target for strongly agreeing or agreeing that the project/event has enabled them to share their skills and experience with others-95
Status	Exceeded and not met.
Performance Summary:	
104 people responded to the 'skills share' question on the survey and 89 strongly agreed or agreed that the project/event has enabled them to share their skills and experience with others	

Outcome 4	Is anyone better off? Wairua – Spiritual Wellbeing – We are connected and everyone has a sense of belonging and are proud of where they live. Target for answering the 'sense of belonging' question on the survey-60. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a connected community-50.
Status	Exceeded
Performance Summary:	
118 people responded to the 'sense of belonging' question on the survey and 98 strongly agreed or agreed that the project/event has positively contributed to creating a connected community. Maintaining a welcoming, inclusive, and connected environment remains a core mission for the Centre. The approach is centred on building positive, supportive relationships, checking in regularly, listening to feedback, and making ongoing improvements in areas such as communication, accessibility, and clarity where needed.	

Outcome 5	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We have creative, cultural and recreational participation in our communities. Target for answering the 'celebrated arts' question on the survey. Target for strongly agreeing or agreeing that the project/event has nurtured and/or celebrated the arts.
Status	Exceeded
Performance Summary:	
76 people responded to the 'celebrated arts' question on the survey 71 strongly agreed or agreed that the project/event has positively nurtured and/or celebrated the arts. The organisation notes that these results show that visitors strongly recognise the Centre's role in celebrating the arts and contributing to creative, cultural, and recreational participation within the community.	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

2.3 The Annual Performance Report notes an operating deficit of $68,000. It also noted a deficit of $29,564 in 2025.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides reasonable confidence in its ability to continue delivering the contracted services. Strong visitor, exhibitor and class numbers and ongoing member engagement support this assessment. A deficit for 2025-26, continued reliance on volunteers to deliver core service at the Art Centre means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 Survey collection is a relatively new process for the Centre. While feedback has historically been gathered through informal conversations, classes, and workshops, the introduction of a consistent survey mechanism has enabled more robust measurement of participant experiences and outcomes. Participant familiarity with the process has increased over time, resulting in stronger response rates during the second half of the reporting period. The positive results reported across all measures reflect the ongoing commitment of staff, volunteers, artists, tutors, and members to creating an inclusive, welcoming, and creative environment. The Centre's diverse range of programmes and community-focused activities continues to foster strong engagement, learning opportunities, creative participation, and a sense of belonging.

3.3 The 2026 Members Awards was a highlight for the organisation. These awards underwent a shift in focus. Rather than functioning solely as a traditional art competition, the awards were redesigned to celebrate personal growth, creative achievement, participation, and contribution to the Feilding Art Centre community. The result was a meaningful and inclusive event that resonated strongly with members.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 19 October 2026

Parentline Manawatū Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Parentline Manawatū accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between Parentline Manawatū and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Parentline Manawatū accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Parentline Manawatū **has not met** its service delivery outcomes **but has satisfactorily met** reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Parentline Manawatū
Reporting period	1st July 2025 to 30th June 2026
Council investment	$10,000 (excl GST) per annum
Return on investment	**Funded activity**: to deliver a number of independent Triple P parenting sessions in Feilding and rural Manawatū for parents/caregivers of children/young people (aged 3 to 16 years). This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged Hinengaro-Cognitive Wellbeing-We are lifelong learners Tinana-Physical Wellbeing- We prepare for tomorrow today
Contract period and history	Current Priority Services Contract: 2025-2028

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Triple P sessions Provided. Target-16 2. Number of Parents/Caregivers Accessing Triple P Sessions. Target-64 3. Number of attendances at sessions (based on an average of people attending two or more sessions). Target- 96
Status	Exceeded (Target 1) Not met (Targets 2 and 3)
Performance Summary:	
There was a total of 17 Triple P sessions provided for the Contract period. 24 parents/caregivers accessed sessions, with a total number of 36 attendances. There was a drop-off of people attending in the second six months of the contract that was experienced over all Parentline's group services but accentuated within this contract. Parentline surmises that the cost of living crisis has some impact here. Anecdotally many non-essential services have experienced a drop off of client engagement in this period of time.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target-90. Number of clients satisfied or highly satisfied or satisfied with the programme/service they received. Targe- 90.
Status	Not met.
Performance Summary:	
35 people responded to the client satisfaction question on the survey, with 34 noting that they were highly satisfied or satisfied with the with the programme/service they received.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- We encourage and enable people to shape their future. Target for answering the 'shape our future' question on the survey-90 Target for strongly agreeing or agreeing that the project/event has enabled them to increase their knowledge by learning new skills- 85
Status	Not met
Performance Summary:	
35 people responded to the 'shape their future' question on the survey with 33 noting that they strongly agreed or agreed that project/event has enabled them to increase their knowledge by learning new skills. Despite attendance and therefor survey responses being low this represents a positive shift. Parentline notes that parents who have struggled come away with a sense that they do have some control and can shape their future and that of their children.	

Outcome 4	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today- Our people and communities feel safe. Target for answering the 'feel safe'' question on the survey-90 Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a safer community- 85
Status	Not met.
Performance Summary:	
35 people responded to the 'shape their future question' on the survey with 33 noting that they strongly agreed or agreed that project/event has positively contributed to creating a safer community. Despite attendance and therefore survey responses being low, this represents a positive shift. The Dealing with Disobedience and Managing Fighting and Aggression sessions for parents of children aged 3-10 years enabled parenting that ensures safe boundaries and the building of respect for each other (between children and between parents and children). For parents of teens these sessions also built resilience, respect, and the ability to manage conflict, with emotional regulation and the meeting of the needs of children and young people.	

Outcome 5	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whānau and communities better. Target for answering the 'work together' question on the survey-90 Target for strongly agreeing or agreeing that the project/event has supported whānau to achieve their aspirations-85
Status	Not met.
Performance Summary:	
35 people responded to 'work together' question on the survey with 35 noting that they strongly agreed or agreed that project/event has supported whānau to achieve their aspirations. Despite attendance and therefor survey responses being low this represents a positive shift. Attendees agreed that the session they attended provided strategies that benefitted them and their whānau. There was a wide range of positive comments around the value of the sessions such as increased confidence, improved parenting, not feeling alone with the struggle, and help in understanding where they could be a better parent.	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

The Annual Performance Report notes a small operating surplus of $7,839

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides limited confidence in its ability to continue delivering the contracted services.

3.2 As a new Priority Services contract holder, and a new provider to the district, Parentline have had significant groundwork to do to gain traction for their programmes. The organisation has not had a regular presence in Feilding until the beginning of this contract. Though exceeding their target for number of sessions, attendance at these sessions has been low, hence the majority of their outcomes have not been met. Despite this, feedback from attending parents has been excellent.

3.3 Outcomes and targets have been monitored by Council Officers post the six month reporting period. Parentline proactively raised issues and engaged with Council. Promotion to families was identified as an opportunity, and work has been done to help raise awareness of through Council communications via MCHL and other outlets such as Feilding First. To Parentline's understanding Triple P is not being delivered in any other capacity within the Manawatū District and this is a unique programme.

3.4 Council Officers and Parentline are monitoring programme uptake, and the decision was made to review this at the six month point of the second year of the contract (December 2026) to see if acceleration in uptake has occurred and whether to continue the contract past this point. Recent conversations with Parentline have indicated that the trend is beginning to change and uptake is improving.

4 Next Steps Te Kokenga

4.1 Outcomes for the first 6 months of year two of the contract will be reviewed by Council Officers in December 2026. Understanding that uptake is increasing Officer recommendation is to continue funding for the duration of the three year contract.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 19 October 2026

Manchester House Social Services Society Inc. Accountability Report

Purpose Te Aronga o te Pūrongo

To present the Manchester House Social Services Society Inc. accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the Manchester House Social Services Society Inc. and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Manchester House Social Services Society Inc. accountability summary for the period 01 July 2025 to 30 June 2026
2. Accepts that Manchester House Social Services Society Inc. has **met** its service delivery outcomes and **partially met** its reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Manchester House Social Services Society Inc
Reporting period	1st July 2025 to 30th June 2026
Council investment	$70,000 (excl GST) per annum
Return on investment	**Funded Activities:** delivery of district based social services including counselling, social work, addiction support, family support, the foodbank and Senior Hub services. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-we are actively engaged. Wairua-Spiritual Wellbeing- We are connected and inclusive. Hinengaro-Cognitive Wellbeing-We are lifelong learners. Tinana-Physical Wellbeing- We prepare for tomorrow today
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2023-2025, 2020-2023

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Social Services Clients. Target-100 2. Number of addiction Services Clients. Target-30 3. Number of Senior Hub Clients. Target- 200
Status	Exceeded on all counts
Performance Summary:	
There were a total of 315 social services clients, 47 addiction services clients and 396 senior club clients. Measures have been exceeded on all counts as the initial figures may have been too conservative. Client numbers for Social Services and Addiction Services are similar to last year. There has been a rise in Senior Hub Clients, particularly linked to the popular exercise classes that the hub provides.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target-310 Number of clients satisfied or highly satisfied with the programme/service they received. Target-280
Status	Not met and exceeded
Performance Summary:	
306 people responded to the client satisfaction question on the survey with 299 noting they were highly satisfied or satisfied with the programme/service they received. Senior Hub clients were particularly satisfied with the exercise classes offered and the sense of belonging and connection offered through this as a group activity.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- we encourage and enable people to shape their future. Target for answering the 'shape their future' question on the survey-200. Target for strongly agreeing or agreeing that the project/event has enabled them to increase their knowledge by learning new skills-140
Status	Exceeded
Performance Summary:	
308 people responded to the 'shape their future' question on the survey and of these 262 strongly agreed or agreed that the project/event has enabled them to increase their knowledge by learning new skills. Collection data shows that Manchester House had a high number of responses from Foodbank clients which were not positive. Clients were satisfied with the service they received but did not feel positive about the future and their ability to positively influence this.	

Outcome 2	Is anyone better off? Wairua – Spiritual Wellbeing – We are connected and inclusive- everyone has a sense of belonging and are proud of where they live. Target for answering the 'sense of belonging' question on the survey-240. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a connected community-178.
Status	Exceeded
Performance Summary:	
320 people responded to the 'sense of belonging' question on the survey, and of these 292 strongly agreed or agreed that the project/event has positively contributed to creating a connected community. This is particularly evident in group activities Manchester House offers in particular exercise classes at the Senior Hub and the Addiction Support group. These activities reduce isolation and provide a sense of belonging. The organisation also noted an increase in people simply coming to Manchester House for a cup of tea and chat and accessing it as a safe social space to connect.	

Outcome 3	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whānau and communities better. Target for answering the 'work together' question on the survey-240. Target for strongly agreeing or agreeing that the project/event has supported whānau and communities to achieve their aspirations-170
Status	Exceeded
Performance Summary:	
303 people responded to the 'work together' question on the survey and of these 254 strongly agreed or agreed that the project/event has supported whanau and communities to achieve their aspirations. Due to its variety of services it offers (which include social work, counselling, foodbank and budgeting advice) Manchester House has the ability to wrap around clients past their initial enquiry and give on the spot support. The organisation has strong connections with other organisations when they can't provide a service in house and are developing stronger connections with other services as the need for advocacy increases.	

2.2 All contractual reporting stipulations have been adhered to (the submission of 6 and 12 monthly reporting) but financial stipulations have not yet been met. The provision of financial accounts that identify Manawatū District Council as a funder are still pending, due to auditing and finalisation processes taking place. The accounts and Performance Report will be available by the date of this meeting.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 Manchester House altered its surveying methods linked to this contract. Survey responses are linked to all social services, addiction services and Senior Hub services. The organisation noted a 'negative shift' in particular linked to responses from Foodbank clients who feel concerned about their future. There is a similar trend from people attending the Senior Hub, who due to their life stage may not feel aspirational. These shifts were not however linked to service satisfaction. Current surveying methods will allow the organisation to understand trends better, so they can continue to provide services that meet the needs of the community.

3.2 Manchester House has collaborated with Manawatu Rural Support Service to take its budgeting services to rural areas (including Āpiti and Tangimoana) to support people in increasing their financial capability. This is done in the understanding that not all clients can make it to Feilding to access services.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 19 October 2026

Whatunga Tūao / Volunteer Central Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Whatunga Tūao / Volunteer Central accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the Whatunga Tūao / Volunteer Central and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Whatunga Tūao / Volunteer Central accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Whatunga Tūao / Volunteer Central has **satisfactorily met** its service delivery outcomes and reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Whatunga Tūao / Volunteer Central
Reporting period	1st July 2025 to 30th June 2026
Council investment	$5000 (excl GST) per annum
Return on investment	**Funded Activities:** to increase community connections and wellbeing and to promote diversity, inclusion, community safety, and community events through provision of training and placing the right volunteers for the roles required. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged. Hinengaro-Cognitive Wellbeing-We are lifelong learners. Tinana-Physical Wellbeing- We prepare for tomorrow today. Wairua- Spiritual Wellbeing- We are Connected and Inclusive.
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25, 2019-22

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Active Volunteers. Target-1700 2. Number of Volunteer Awareness Activities. Target-- 90 3. Number of Volunteers nominated from the Manawatū District for the Volunteer Recognition Event. Target-16
Status	Exceeded (Target 1 and 2) Not met (Target 3)
Performance Summary:	
There were a total of 2326 active volunteers as of 30th June 2026. Of these 258 indicated they have a Manawatū based address, and 556 are available to volunteer within Manawatū District. 129 volunteer awareness activities took place 72 of these being in or for the Manawatū District. There were 11 volunteers nominated for the Volunteer Recognition Event, which was lower than expected.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target- 40 Number of clients satisfied or highly satisfied with the programme/service they received. Target- 30
Status	Exceeded
Performance Summary:	
143 people responded to the client satisfaction question on the survey, with 128 noting they were highly satisfied or satisfied with the programme/service they received. There was a significant increase in responses for the 12 month survey. N. B. These numbers reflect the responses from the city and district rather than just the district. The organisation noted difficulty in isolating accurate district statistics due to individuals who live in the city volunteering in the district and vice versa.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- We encourage people to shape their future. Target for answering the 'shape their future'' question on the survey- 40. Target for strongly agreeing or agreeing that the project/event has enabled them to increase their knowledge by learning new skills-30
Status	Exceeded
Performance Summary:	
162 people responded to the 'shape their future' question on the survey and of these 148 strongly agreed or agreed that the project/event has enabled them to increase their knowledge by learning new skills. 'Stretching the Oily Rag: Best Community Impact through Collaboration' (STOR) was a new initiative which released its phase 1 report in August 2026. The report highlights areas that members of the community feel are gaps in service, barriers to service, and where opportunities to work together may sit. N. B. These numbers reflect the responses from the city and district rather than just the district. The organisation noted difficulty in isolating accurate district statistics due to individuals who live in the city volunteering in the district and vice versa.	

Outcome 4	Is anyone better off? Wairua – Spiritual Wellbeing – We are connected and inclusive- Everyone has a sense of belonging and are proud of where they live. -40 Target for answering the 'sense of belonging' question on the survey. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a connected community-30.
Status	Exceeded

Performance Summary:

110 people responded to the 'sense of belonging' question on the survey and of these 98 strongly agreed or agreed that the project/event has positively contributed to creating a connected community.

An increase in event volunteering was noted, particularly with national sporting events held in the region. Younger people are interested in governance however often the meeting times and their ability to get to meetings is prohibitive due to schooling and commitments. There is an ongoing issue around finding the right people for governance for the right organisation as organisations move towards new standards and requirement.

N. B. These numbers reflect the responses from the city and district rather than just the district. The organisation noted difficulty in isolating accurate district statistics due to individuals who live in the city volunteering in the district and vice versa.

Outcome 5	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today- Our people and communities feel safe. Target for answering the 'feel safe'' question on the survey-40. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a safer community-25.
Status	Exceeded
Performance Summary:	
122 people responded to the 'feel safe' question on the survey and of these 105 strongly agreed or agreed that the project/event has that the project/event has positively contributed to creating a safer community. The organisation is actively involved in emergency management groups and exercises and meetings. They hold a list of registered volunteers who are happy to be contacted to see if they are available in an emergency. This operates alongside the Vulnerable Peoples Register, and Skills Register that Neighbourhood Support Manawatu hold. N. B. These numbers reflect the responses from the city and district rather than just the district. The organisation noted difficulty in isolating accurate district statistics due to individuals who live in the city volunteering in the district and vice versa.	

Outcome 6	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whānau and communities better. Target for answering the 'work together' question on the survey- 40. Target for strongly agreeing or agreeing that the project/event has supported whānau and communities to achieve their aspirations-25
Status	Exceeded
Performance Summary:	
85 people who responded to the 'work together' question on the survey and of these 59 strongly agreed or agreed. that the project/event has supported whānau and communities to achieve their aspirations. N. B. These numbers reflect the responses from the rohe rather than the district. The provider notes difficulty in isolating accurate district statistics due to individuals who live in the city volunteering in the district and vice vera	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

The Annual Performance Report notes a small deficit of $5,320

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides confidence in its ability to continue delivering the contracted services. Strong numbers of registered and a high level of volunteer activities support this. The isolation of Manawatū based data would further increase confidence in this. Continued reliance on external funding and a small financial deficit for the year means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 Whatunga Tūao Volunteer Central has seen increases in numbers of volunteers, member organisations, events, and presentations for 2025-26. The STOR project increased workload however this will have an overall medium to longer term positive impact on community capacity, including that of the organisation.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

5 Attachments Ngā Āpitihanga

5.1 Stretching the Oily Rag: Best Community Impact through Collaboration

STRETCHING THE OILY RAG

MAPPING WHAT OUR COMMUNITIES DO BEST

Phase One Report

June 2026

Dr Daniel Ryland & Olivia Devito-Jones

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Executive Summary

This report is based on data gathered via a survey over the first half of 2026 in Horowhenua, Manawatū, Palmerston North, and Tararua. This part highlights gaps and overlaps as perceived by 140 respondents, and delves into collaboration, impact, outcomes, and the desired values of community members. It is the first phase of developing a service map across the regions.

The uniqueness of each region is represented in what services are locally available, the barriers to access them, and the values they rate highly. In Horowhenua, respondents considered distance between towns was a significant feature. Manawatū respondents had a concern for transport systems, and those from Tararua emphasised the disconnect between rural and urban space. Palmerston North respondents discussed awareness between organisations and individuals as a barrier to access. For each region, quality-of-life improvements and public health and wellbeing were valued the highest. Individuals tended to value economic development before cultural and environment growth, with organisations favouring social and environmental impacts. A lack of specialist services, including mental and physical health support were noted, yet libraries and council-run events were deemed well-represented.

Collaboration for respondents meant working towards a shared goal, with the sharing of resources and knowledge secondary. Where collaboration occurred, it was through shared spaces and projects, supported with formal referral pathways, although these were locally contained or reliant on Palmerston North. Tararua and Horowhenua have relatively more collaboration and more intense connections, while Palmerston North has reduced collaborative activities. Limitations that hinder additional collaboration were region-specific as Horowhenua indicated more siloed work and trust issues, Manawatū and Palmerston North found a lack of awareness amongst organisations, and Tararua emphasised geographical distances. Opportunities to improve collaboration were embedded in developing capacity and identifying potential connections. Opportunities and events to easily connect and foster conversations amongst organisations was identified as a simple means of improving collaboration, although resourcing was the most important.

The definition of impacts and outcomes blur for organisations. Impact as long-term positive change for communities was part of many definitions, yet a reliance on measurable outcomes dominated. These features were tied to short-term outcomes and the expectations of funding contracts. In some cases, proxying information and others not recognising differences between impact and outcome. Further development of distinctions for organisations and funders may be necessary.

Background

Stretching the Oily Rag (STOR) arose in response to discussions regarding distribution of resources across communities over the last four years. Funding is often the most cited of these resources, but it includes labour through paid staff and volunteers, skills for governance and management, and knowledge. Each are important in effectively and efficiently serving residents. As resource pressures rise, organisations have been reducing services, ceasing operation, or seeking alternative means to maintain the status quo. Each of these outcomes are undesirable for wellbeing at the community, whānau, and individual scales as local services disappear and knowledge is lost. Nor are these declines in service provision sustainable as they place additional burdens on organisations that remain while reducing the overall level of service as populations grow and change. Hence, STOR was conceived to draw attention to areas where there are opportunities to improve wellbeing for organisations and communities more effectively and efficiently.

Efficient and effective resourcing incorporates broad approaches to include ways of working together and impactful investments. These features have been a growing part of funding contracts to ensure efficient use of limited resources and so to maximise social benefit. A problem arises in that impact may not be well understood in communities, and what impacts are important can differ significantly between organisations, individuals, and funders. Similarly, collaboration is valuable to reduce duplication and spread costs, yet there are barriers that restrict an organisation's ability to work with others. Understanding these barriers to embracing impact and implementing collaboration can help reveal opportunities to enact these for local communities.

The first phase of the STOR project considers perceptions of community organisations and individuals across Horowhenua, Manawatū, Palmerston North, and Tararua of gaps and barriers in service provision. The purpose has been to build a picture of our communities by asking them directly of their needs, gaps, and overlaps in existing service provision. This process enables comparison and reflection on the priorities expressed by local and regional councils, community groups, and individuals, while highlighting under resourced areas and services. The next steps will involve informing maps of service provision in Horowhenua, Manawatū, Palmerston North, and Tararua to highlight opportunities for mutually beneficial and impactful collaborative endeavours, supporting whānau to access the services they need when they need them.

Data Collection

Data was gathered through the STOR survey (Appendix A) in the first half of 2026. The survey was open for 100 days and captured 140 respondents, made up of 39 organisations and 101 individuals across Horowhenua, Manawatū, Palmerston North, and Tararua. The survey was delivered through a mix of email, social media, posters with QR codes in community hubs, and physical engagements at in-person events. The appropriate configuration of delivery methods was determined by the steering group member associated with region.

To enable multiple points of comparison, the survey was divided into targeted parts. The first categorisation split organisations and individuals to capture differences in service users and service providers. There was some encouragement for individuals as part of an organisation to fill out the survey to reflect their organisation views and their personal views. The second categorisation split respondents across Horowhenua, Manawatū, Palmerston North, and Tararua to draw attention to the features unique to each place. This was done to highlight the distinct challenges, values, and services while recognising the interdependencies and interconnections inherent to neighbouring regions. The categorisation into regions was not mutually exclusive to recognise that organisations and individuals can operate and use services across multiple areas, however the main address was included to distinguish local and external services.

As with any research, there are always biases embedded in any data gathering and interpreting method arising from survey design and the context of the time. For STOR, the broader economic context of the period included a high and growing cost of living alongside rising unemployment and government cuts to many community services. The first half of 2026 also coincided with a significant and steady increase in prices following a war in Iran. The authors also note that a portion of the physical surveys in Horowhenua included a misunderstanding of the ranking questions. The steering group have reviewed the draft report, and we have tried to minimise potential biases in the collection and presenting of data.

Community Services in the Regions

Distribution of Community Services

The regions where organisations provide and individuals use services was self-selected with multiple choices available. Figure 1, and Table 1 below shows the distribution of respondents between the regions and how many were tied to a single region. Due to overlaps, the total line is not a sum of the respondents for all areas. The 39 organisations were relatively evenly spread across the regions, with Horowhenua having the most organisations serving a single region. There was a high degree of overlap as 23 organisations covered multiple regions and 10 covered all areas. 20 of these organisations have their offices located in Palmerston North.

The number of respondents from each region for individuals and organisations

Region	Organisation Respondents	Single region organisations	Individual Respondents	Single region individuals	Total
Horowhenua	21	9	38	24	59
Manawatū	23	1	29	3	52
Palmerston North	25	2	63	30	88
Tararua	15	4	20	12	35
Total	39	16	101	69	140

Table 1: Respondents from each region surveyed.

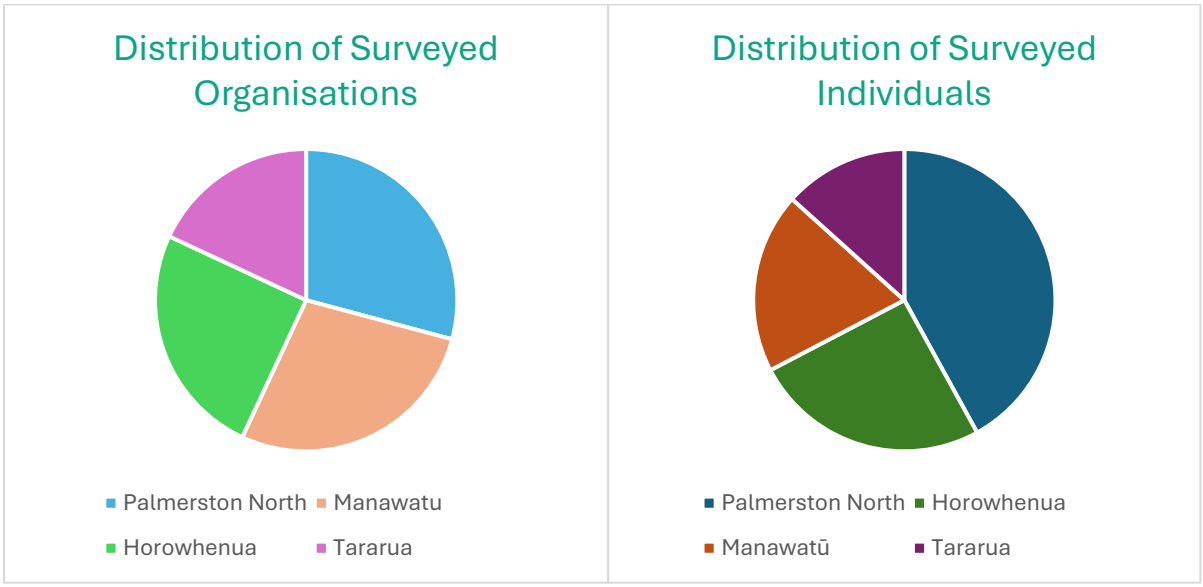


Figure 1: The proportion of organisations and individuals from each region surveyed.

Individuals had almost half of the respondents indicating that they use services in Palmerston North. However, individuals were more likely to only use local services with only 31 using services across multiple regions. These still all included Palmerston North with 20 of these located outside the city.

Types of Community Services Provided

Exploring overlaps requires an understanding of the array of services provided and how many each organisation offers. To narrow down the range of potential responses and connect into existing databases, such as the Ministry of Social Development, Citizen's Advice Bureau, and Disability Database, the survey drew on a curated list of service categories derived from the Community Pages[1]. Organisations self-selected the service categories that they felt appropriate and multiple categories could be selected to capture their full range of services. The range of services for all regions is presented in Figure 2 overleaf.

Most of the organisations surveyed provide a range of services to meet multiple needs. Ten organisations have a single highly specialised focus area, although these covered a range of interconnected interests and engagements. The remaining 29 organisations served between 3 to 10 different and interconnected service areas. Across each region, the organisations emphasised wellbeing, with connection, education, and support for populations in vulnerable situations – particularly seniors, youth, and women. From a broad view, organisations focus on the provision of basic needs in food, housing, and health, with additional crisis support through financial, mental, and physical wellbeing. Amongst the respondents, there are visible gaps in iwi, spiritual, interpreting and translation, and legal support organisations.

[1] https://communitypages.glide.page/dl/homepage Now hosted through the Palmerston North City Library.

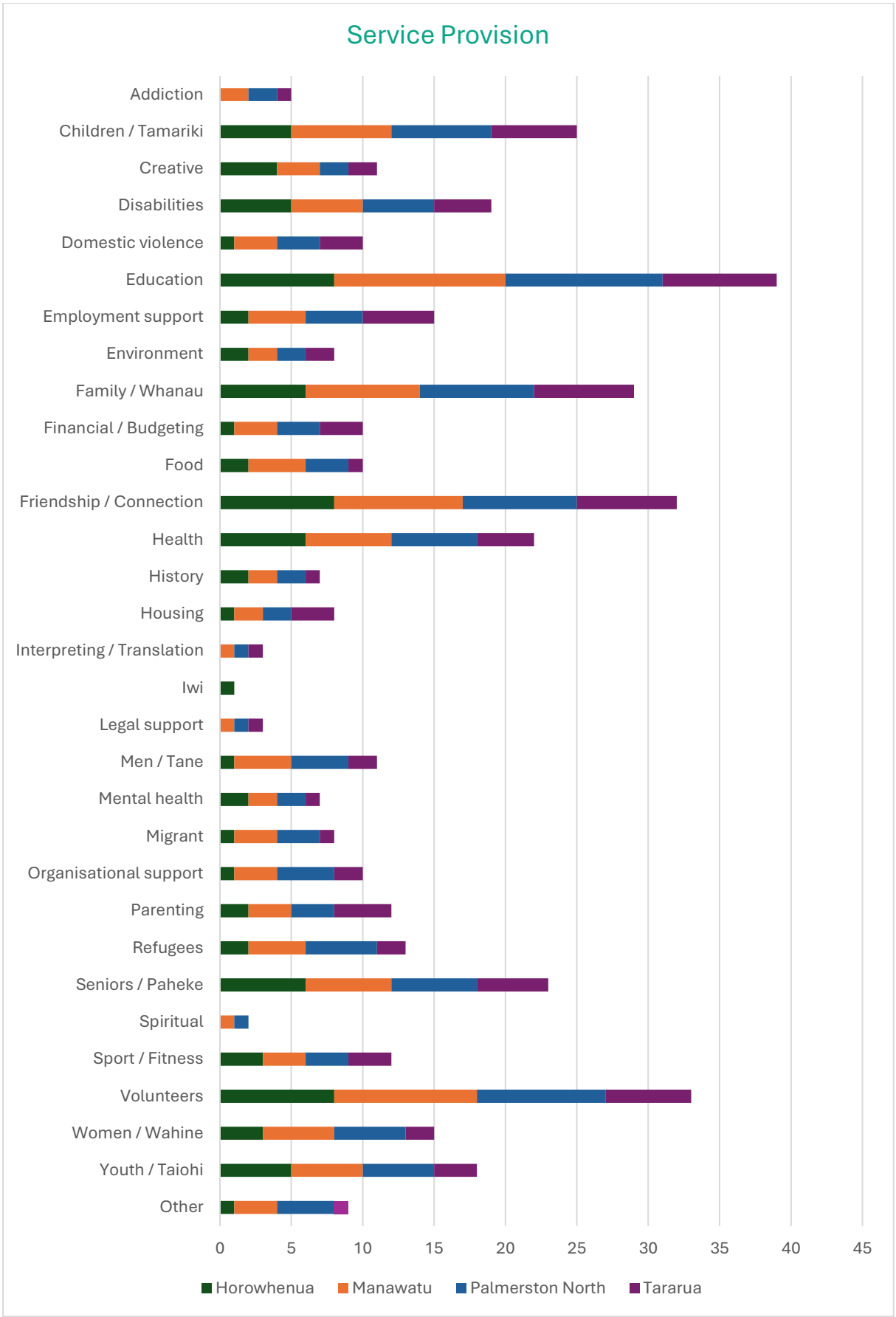


Figure 2: Range of services delivered by respondent organisations across all regions.

Collaboration

Collaborative approaches seek to increase social return while avoiding duplication. However, what collaboration means and how it is enacted differs across the regions. The survey thus sought to explore how organisations define and perform collaboration alongside the barriers that limit their opportunities to do so.

Collaboration was presented by organisations as working together to improve outcomes at an informal level within existing structures and organisations. The responses came from free text and were analysed thematically, with major themes presented in Figure 3 below. The dominant understanding of collaboration referred to working toward a shared goal, with the sharing of knowledge and resources secondary.

[C]ollaboration means working side-by-side with others — openly, respectfully, and purposefully — to create positive impact for our community. It's about the we, not the me. And when done well, it lifts people (All regions organisation).

Collaboration means working alongside other organisations in a way that shares knowledge, resources, and strengths so clients receive seamless, wrap-around support. It's about communicating openly, respecting each provider's role, and focusing on what best supports the person in front of us (Manawatū & Palmerton North organisation).

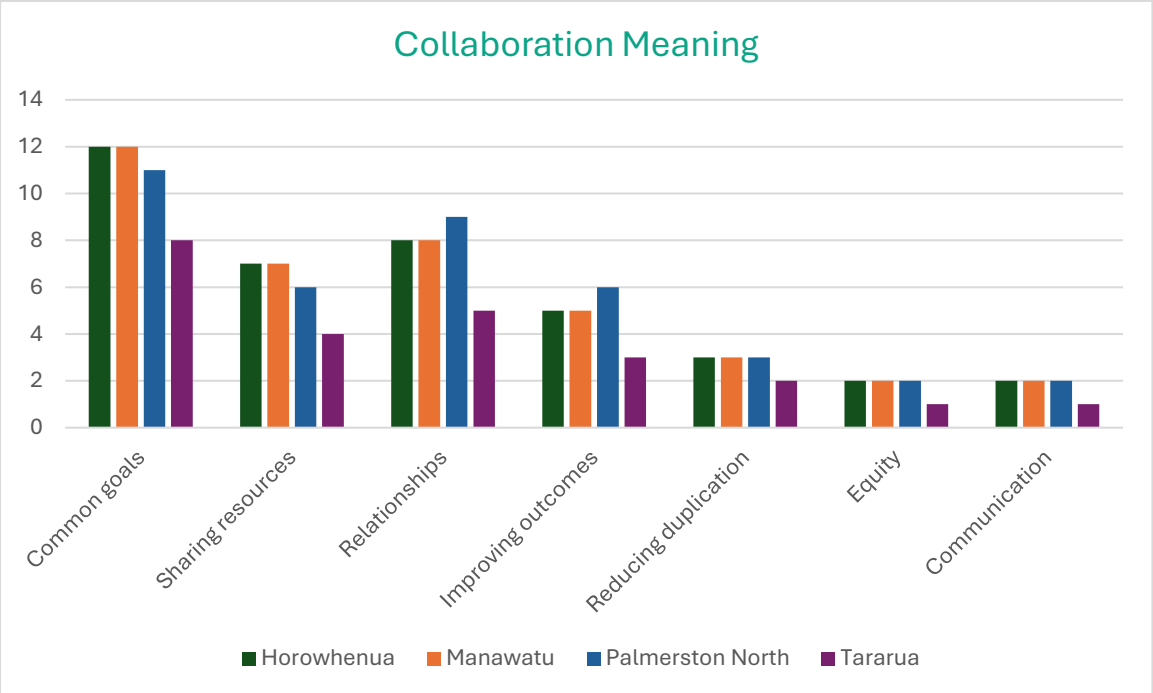


Figure 3: Definitions of collaboration across all regions.

From these responses, values and intent are recognised as core to collaboration with organisations working together for common ends and improving wellbeing more broadly than can be achieved when working alone. Respondents rarely focused on singular projects, but rather on a wide purposeful approach within the existing system. There was, however, a favouring of working within the status quo rather than seeking a change in the underlying provision of service. Whānau needs are the focus and purpose of collaboration. Linking collaboration back to efficiency and social investment strategies was not mentioned by any organisations. The idea of reducing duplication was present, but this was secondary under an improved wellbeing framework.

The meaning and practice of collaboration can be very different. To establish this difference, organisations were given a list of ways they collaborate with multiple selections available and free text to elaborate. Figure 4 below captures this data. Every organisation surveyed collaborated with others and 36 did so through multiple pathways. Shared projects and spaces were the most common method, although these were not often reflected in joint funding applications. Referrals were relatively uncommon with a little over half the organisations engaging actively in a formal referral processes. There was some indication of geographical constraint as most referrals were noted as remaining within the local region.

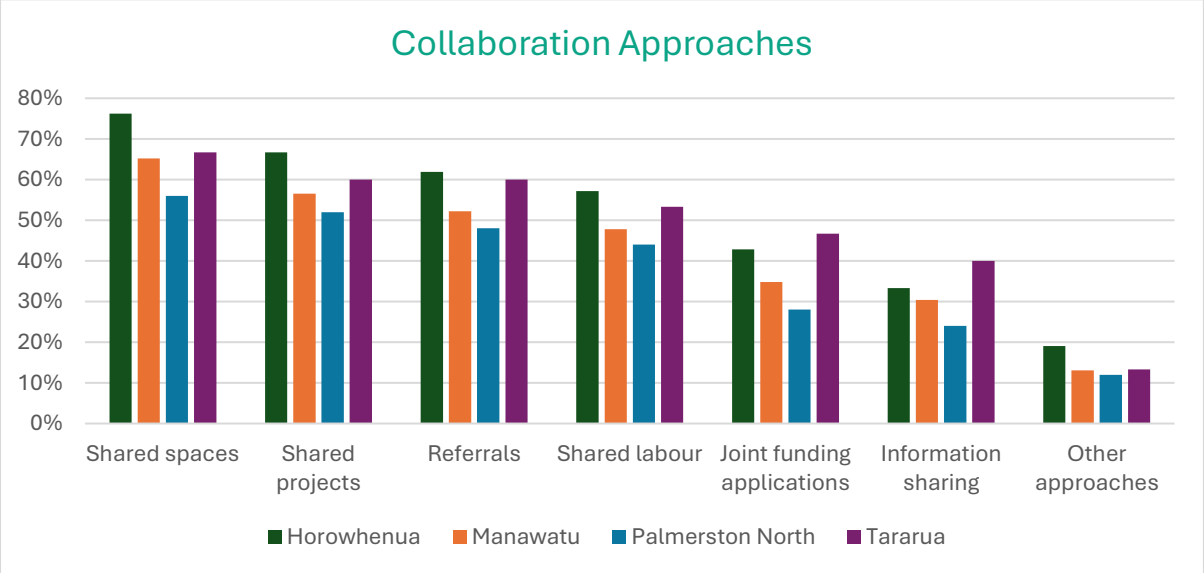


Figure 4: Collaboration approaches across all regions.

There are differences in how collaboration manifests in each region. Palmerston North indicated a lower rate of collaborative practices across all approaches. Each organisation still worked alongside and with each other, but fewer collaborative connections were present, and these had reduced interdependencies. It is possible that the spatial proximity enabled a higher degree of informal connection that may not be expressed through defined collaborative parameters. Horowhenua and Tararua indicate more active and broader collaboration in sharing resources, joint projects, and referral pathways. In these regions, organisations actively pursue a wide range of tightly connected collaborative approaches. A recurring theme in both these regions would be the distances and few resources available which may force this to occur.

The most significant barrier to improving collaboration identified by respondents was capacity. Each organisation ranked the most significant barriers and had free text to add further barriers or elaboration. This data is presented in Figure 5 below. Across all regions, capacity was the most significant barrier.

At this point, having the time to be able to make the connections and networks - thus to get to common ground to work together on (All regions organisation).

Under funded by government contract - lack of adequate funding means minimal staffing and organisations under pressure and time poor (Horowhenua & Palmerston North organisation).

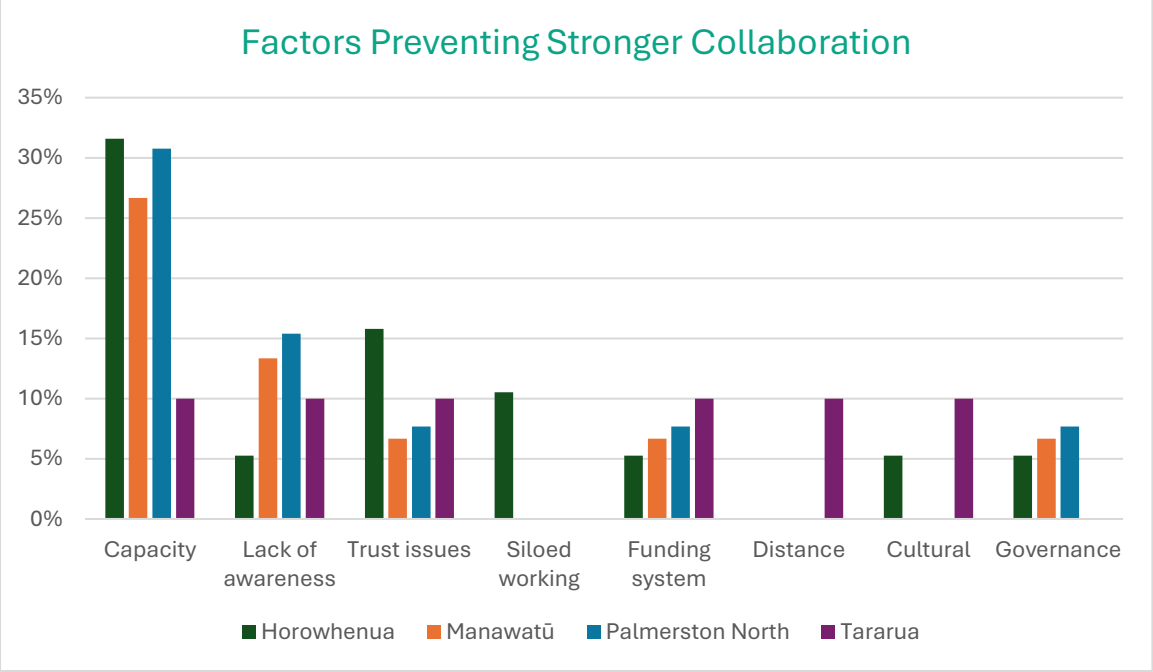


Figure 5: Barriers to improved collaboration identified across all regions.

Organisations already under pressure to deliver services have little remaining resources to engage in effective collaboration as the initial outlay occurs before a project and funding can be formulated. Low levels of resourcing leads to focusing first on service delivery for clients experiencing immediate needs. Thus, any efficiency gains from collaboration are secondary to operating, leaving them largely theoretical. Without the capacity to engage in collaboration over and above primary service provision, it is difficult to build the relationships necessary. Long periods of being under-resourced and unstable income streams also mean that to get to a point where there is sufficient excess capacity may involve substantial investment. Even areas of high collaboration such as Horowhenua revealed significant strain to maintain services.

Beyond capacity, coordination built on trust and knowledge formed the second and third most significant barriers. Organisations note that trust of other organisations produce additional barriers in willingness and capability to collaborate, this includes bad experiences and the risk of appropriation of ideas, as highlighted by the quotes below.

I've seen a lot of groups taking other people's ideas and work and using it for themselves or calling it their own - ego is the key issue but it needs the right people with the right why to drive and participate in this space (All regions organisation).

Seems to be a back history of people upsetting each other and not resolving this, so harboured resentment that 'bubbles' under the surface (Horowhenua organisation).

These difficulties embed long running inertias that hamper the willingness to collaborate between certain groups that can last beyond the end of any dispute. Overcoming these takes time and effort to rebuild trust before working together can occur, which can be difficult when survival necessitates protecting a point of difference. Similarly, a simple lack of awareness of other organisations and what services they provide can limit opportunities to connect, as expressed by the respondents below.

A more complete information on exactly what organisations are active in our community, where they fit, and where they already partner with others. Perhaps tying this in with the activities of Te Pū Harakeke (Palmerston North organisation).

Central coordination, and information access to know the kaupapa of organisations (Horowhenua organisation).

Organisations who should be making use of our services, or referring people to us, often don't consider that as an option (Manawatū & Palmerston North organisation).

Collaboration needs knowledge of what other organisations are present and what services they can provide. This difficulty ties back into capacity limitations, as focusing on service delivery means not having the ability to attend events and seek collaboration opportunities.

Opportunities to improve collaboration highlight a theme of resourcing to achieve additional capacity and thus form connections. Figure 6 below shows a thematic analysis of free text on ways to improve collaboration offered by organisations. Despite the focus on capacity, funding was ranked relatively low, but it remains an important component.

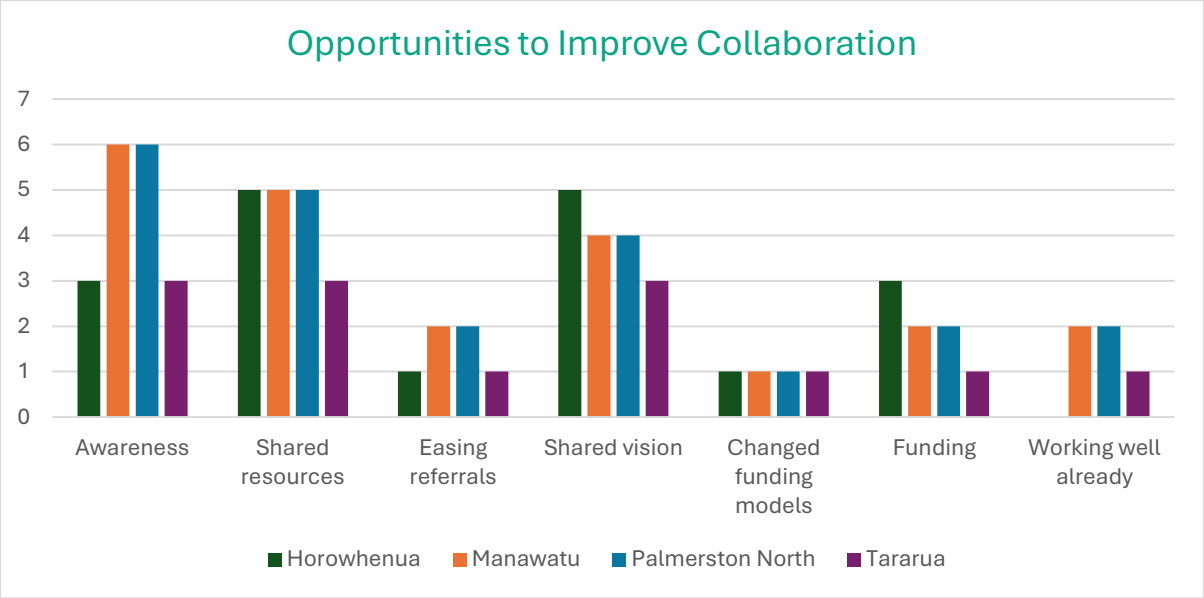


Figure 6: Opportunities identified to improve collaboration across all regions.

In Manawatū and Palmerston North, organisational awareness with networking opportunities, such as events and community gatherings were favoured. These were potential chances to engage with other organisations to achieve organic collaboration.

> *Have conversations as unexpected collaborations can occur through this* (Manawatū & Palmerston North organisation).

> *More networking opportunities - to meet and learn about the organisations already operating and providing service* (Manawatū & Palmerston North organisation).

Alongside opportunities for connection, opportunities to get together could result in an emergent shared vision across the community sector.

> *A joint vision across our sector that moves our networks into action focussed groups. A willingness to contribute resources and people who agree at system and decision-making levels* (All regions organisation).

> *Autonomy to develop relationships and ways of working with other services rather than council direction* (All regions organisation).

Imposing collaboration from funding requirements produced a feeling of restricting broader approaches to achieve improved wellbeing rather than fostering it, thus an emergent element to allow networking and trust was presented. These suggestions draw on connections made through community-led events and gatherings to achieve improved communications and more unified community-led coordination for stronger system alignment. This in turn leads to potential collaboration through developing awareness, trust, and opportunities for systems-wide interventions.

There is confidence among organisations that improved collaboration is possible and desirable, building on past successes and developing new interactions for community benefit.

> *When I think of the wider district and region, I believe we could work with better collaboration and not keep reinventing wheels that work, rather take models and processes and adjust for purpose and specific communities. … It has been good to learn from other local, regional, national and international models and processes of best practice* (Horowhenua organisation).

> *Joint initiatives, co-located services, and shared resources would make support more seamless and reduce gaps for clients* (Manawatū & Palmerston North organisation).

Sharing resources and working together to build a shared vision is valued highly across Horowhenua, Manawatū, Palmerston North, and Tararua. These factors combine resources to achieve efficiency gains through common goals while avoiding working at cross-purposes. At its core, the central drive is embedded in improving client welfare.

Collaboration is valued and important at an organisational level as representing and acting on shared goals. Barriers arise in the capacity to begin and sustain collaborative initiatives when organisations feel that existing resources are already insufficient so they cannot commit to the additional work to build relationships. However, the value of collaboration is well known and there is intention and will to develop it. Opportunities to connect offer chances to further emergent collaboration. Capacity to do so frames the most significant barrier to overcome.

Impact and Outcomes

Funding contracts have a focus on impactful investment designed to maximise social return of limited community funds. Measuring and reporting on what this means at an organisational level offers its own unique challenges and collides with the need to report on outcomes.

Definitions of impact and outcomes by organisations tended to blur together, but impact is largely considered from a long-term perspective. To explore perceptions of impact and its distinction from outcomes in the community sector the survey included free text for organisations to define these terms and how these are measured. One respondent provided a very detailed definition, scaling individual outcomes in the short-term to long-term community wide improvements across lifespans.

> *For me this is more about timeframes, short, medium or longer term (even intergenerational) integration and realisation of the outcomes and value (small medium or large), so, for example supporting an individual with mobility issues obtain her shopping as needed may only have a short term (that week) and limited sizeable value (her alone) as opposed to providing resources for the school garden as children plant up seedling (longer-term intergenerational educational value and sizeable, as many more individuals directly benefitting but then also considering the intergenerational impact of encouraging a love of gardening and growing own food)* (Horowhenua organisation).

For impact, there is a focus on long term positive change focused on broad strategic goals and wellbeing. This interpretation came out more in the Horowhenua and Tararua respondents. In Manawatū and Palmerston North, defining impact drew more on easily measurable components, although there was a greater focus on narratives.

> *Impact for us is defined as the measurable, long-term change or positive effect that we have on our community. That actions have impact with our, products, services have on people & communities* (Manawatū & Palmerston North organisation).

> *Stories and narratives. Numbers don't give the full picture* (Manawatū & Palmerston North organisation).

The long-term aspects remained in these definitions, and some organisations recognised the inherent difficulty of recording impacts through existing measurement systems. However, many organisations presented a broad blurring of outcome and impact definitions, which can be seen in a comparison of Figures 7 and 8 overleaf which show thematic analysis of impact and outcome definitions. Of note is the focus in both definitions of measurable and quantifiable data.

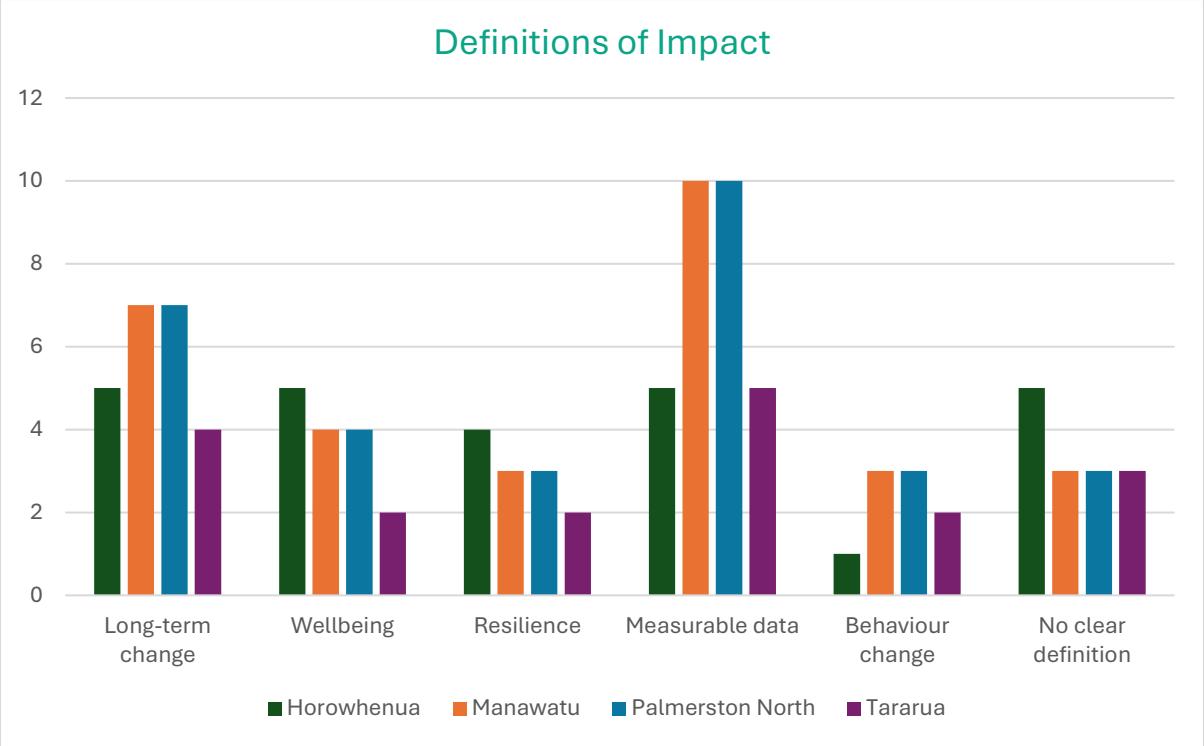


Figure 7: Definitions of impact across all regions.

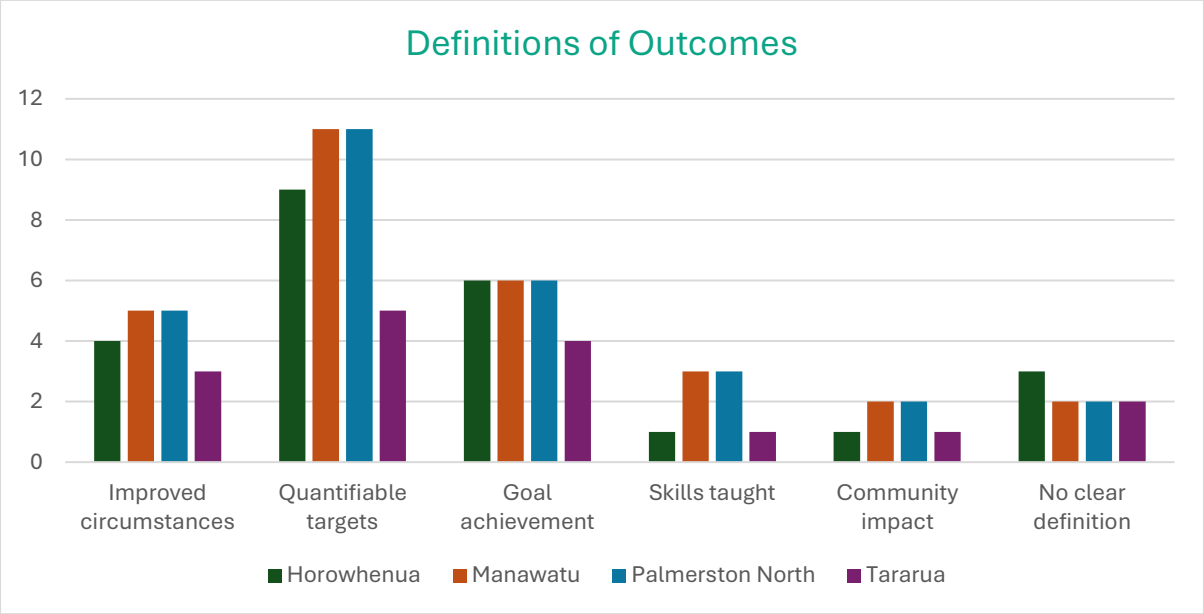


Figure 8: Definitions of outcomes across all regions.

The ways that impact is measured flow from the above definitions. The blurring of outcome and impact contribute to a large proportion of respondents either directly equating, or proxying, impact with measurable outcomes, or simply not recording impact at all. When asked how they measure impact organisations offered a range of responses.

We don't (Horowhenua organisation).

Mostly how things have changed for clients, but this can be difficult, so sometimes outputs are a proxy (Manawatū & Palmerston North organisation).

The short answer is that we don't have a means to measure these impacts. We do encourage feedback from our members and survey our members occasionally (Palmerston North organisation).

Depending on our contract, it might be outcome measures or could be storytelling (All regions organisation).

Impact is requested in funding applications, yet these are generally short-term and necessitate quickly and easily measurable figures to meet accountabilities. The effort required to make the distinction in presented data is often not viable or does not seem to matter in reporting. These views are relatively standard across the regions, representing the inherent difficulties in representing this information given the need for short term reporting, which is often tangential to organisational values.

Impact as a feature of maximising social investment seems to be recognised broadly at an organisational level yet misunderstood and proxied. The reliance on measurable data limits the ability to incorporate impact as a fundamental feature of tracking community improvement, while further embedding an equivalence between impact and outcome. These features are reinforced by a short-term focus and resource constraints limiting the ability to effectively monitor broader trends.

Horowhenua

Respondents from Horowhenua included 21 organisations and 38 individuals. Figure 9 below shows the distribution of services provided by respondent organisations.

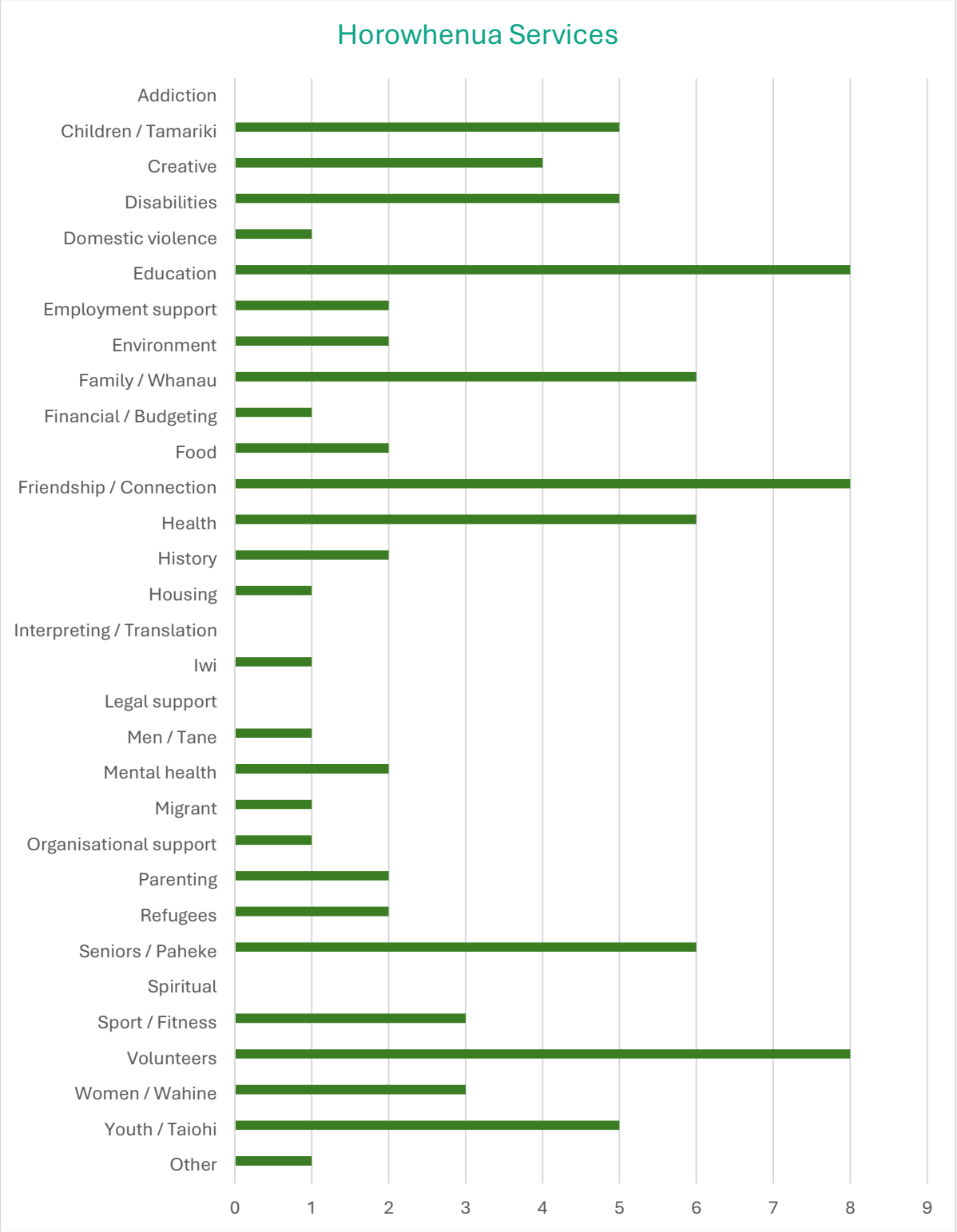


Figure 9: Self-reported services provided by Horowhenua organisations.

Barriers to Access

In Horowhenua, barriers to access services as ranked by organisations and individuals are presented in Figure 10 below. Awareness and transport were highlighted as the top issues for organisations, with digital access a pressing concern. Whereas individuals considered language barriers and eligibility to be the most significant. These barriers included concepts such as information overload and relying on complex systems to access an organisation, or uncertainty regarding eligibility.

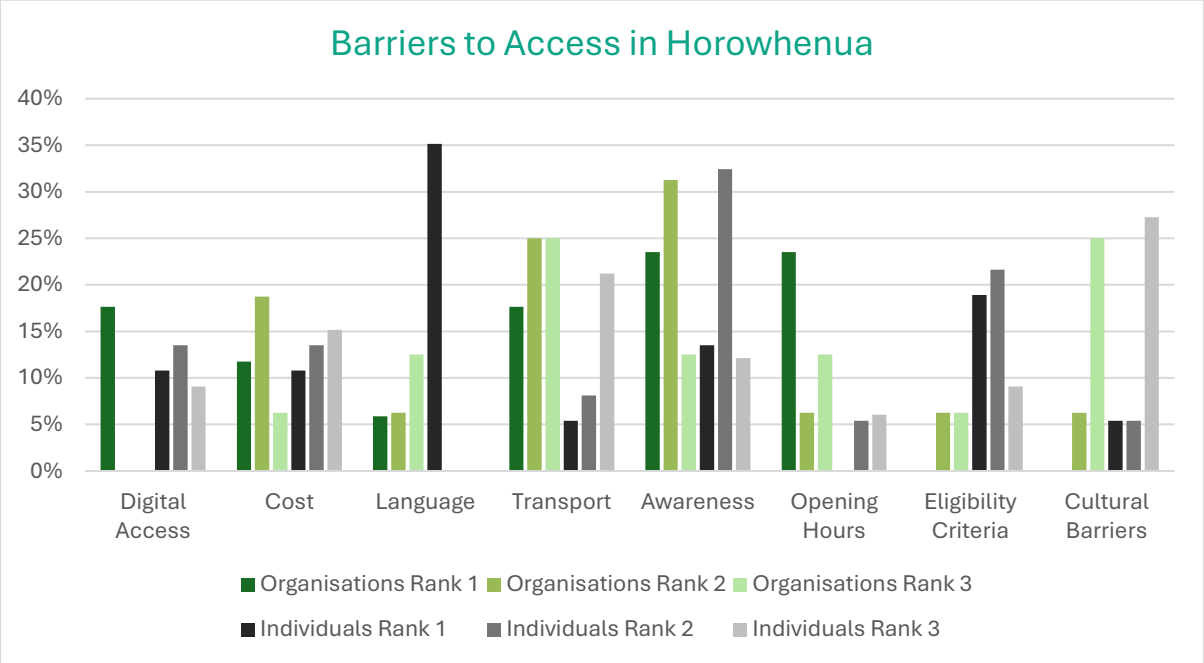


Figure 10: Proportion of organisations and individuals and the factors they rate highly which limit access to services in Horowhenua.

In the free text, distance was highlighted as a particular concern in Horowhenua by organisations. The townships of Shannon, Foxton, Te Horo, Ōhau, Waiterere Beach, and Ōtaki are specifically mentioned as lacking in services and being distant from hubs, with Levin as a local service hub, although still lacking services. These problems are noted particularly for older and younger members in the population who are less likely to have freedom of mobility, but also a higher likelihood of loneliness and isolation. As one organisation put it.

> *Those with limited mobility, those with no access to Facebook - so not awareness of the breadth of services in community they could access, those with transport limitations, those with anxiety and who struggle to connect with others (not just service provision, even with friendship and loneliness)* (Horowhenua organisation).

The lack of a reliable public transport system within and between townships, was noted as exacerbating these difficulties and contributing to a broader lack of awareness of potential support organisations. Transport is thus a significant cost in gaining access to services which can be geographically isolated, producing a vicious cycle of limited services and funding, further limiting services.

… Horowhenua fringe areas of the catchment locations without accessible indoor options high-needs community settings lacking adapted facilities. These gaps stem mainly from geographical distance, facility limitations, transport challenges, and socioeconomic barriers (All regions organisation).

Everyone [has difficulty accessing services] – it's about increasing awareness as to what is on offer (Horowhenua organisation).

Organisations subsequently act to try to minimise or remove costs to clients, yet indirect costs of phone, internet, and transport cannot be avoided, or at least the perception of them. Social isolation, whether intentional or accidental, becomes self-reinforcing, limiting awareness and engagement.

Individuals in Horowhenua note distance and transport as significant barriers, but this is incorporated into broader accessibility concerns. For them, accessibility extends to matters such as the features of a building to allow physical access, health shuttles with wheelchair access, digital literacy for distance contacts, information overload, and uncertainty that they meet eligibility criteria. These features combine with the geographic distances to limit access to services and generate a perception of a lack of services.

There is only one bus service on a Friday to Waiterere Beach. We need a shuttle service to Levin to get people to medical/Dentist appointments. It would be great if a library bus came to the beach (Horowhenua individual).

Older residents are highlighted as particularly vulnerable due to social isolation and difficulty with transportation. Expanding and developing the transportation networks between towns to reduce these distances and create connections was deemed desirable.

Gaps in Service Provision

Gaps were derived from questions to organisations and individuals about services that they use outside their local region and asking what services they see as under-resourced or missing. 20 organisations and 33 individuals answered these questions. The local services most lacking are specialist organisations across the region and their spread. Some of the areas are served by single individuals and are recognised as lacking resilience alongside a high level of demand. When the service provider leaves, the service disappears from the town.

We used to have a doctors practice but recently this closed for Shannon, patients have to travel to Levin (Horowhenua organisation).

Doctor in Waikanae, Dentist in Waikanae, Specialist in Palmerston North, Gym in Levin (Horowhenua individual).

8 organisations and 23 individuals refer to a lack of physical and mental health supports, including disability and neurodiversity, noting that the only options are Levin or Palmerston North with nothing for emergencies.

4 organisations and 2 individuals highlighted creative outlets and sports to encourage bonding for youth and older residents.

2 organisations and 7 individuals emphasise public transport inadequacies.

Well-represented Services

Well-represented services were derived from questions to organisations and individuals about what services in their community they see as well served. 17 organisations and 27 individuals answered this question. Respondents pointed out that nothing is over-represented as there are shortages of all services. They did note favourably council-led activities.

Horowhenua City council and Iwi very active collaborative and innovative in connecting the community (Horowhenua individual).

3 organisations and 6 individuals specify that council-run library facilities and their associated events are well served.

2 organisations and 1 individual note an abundance of facilities directed toward the wellness of children, such as childcare and dental support.

3 organisations and 6 individuals feel that there is adequate food support within the region, although one of these is predicated on the anticipated revival of a kai hub in Shannon.

5 individuals highlight access to refugee and migrant services, particularly through the Red Cross.

Valued Impact

Quality of life, and public health and wellbeing were ranked highest for organisations and individuals in Horowhenua. Figure 11 overleaf shows the responses for Horowhenua organisations compared to those for individuals. Organisations included community safety as the third most important, with the other impacts relatively evenly spread. Despite the free text

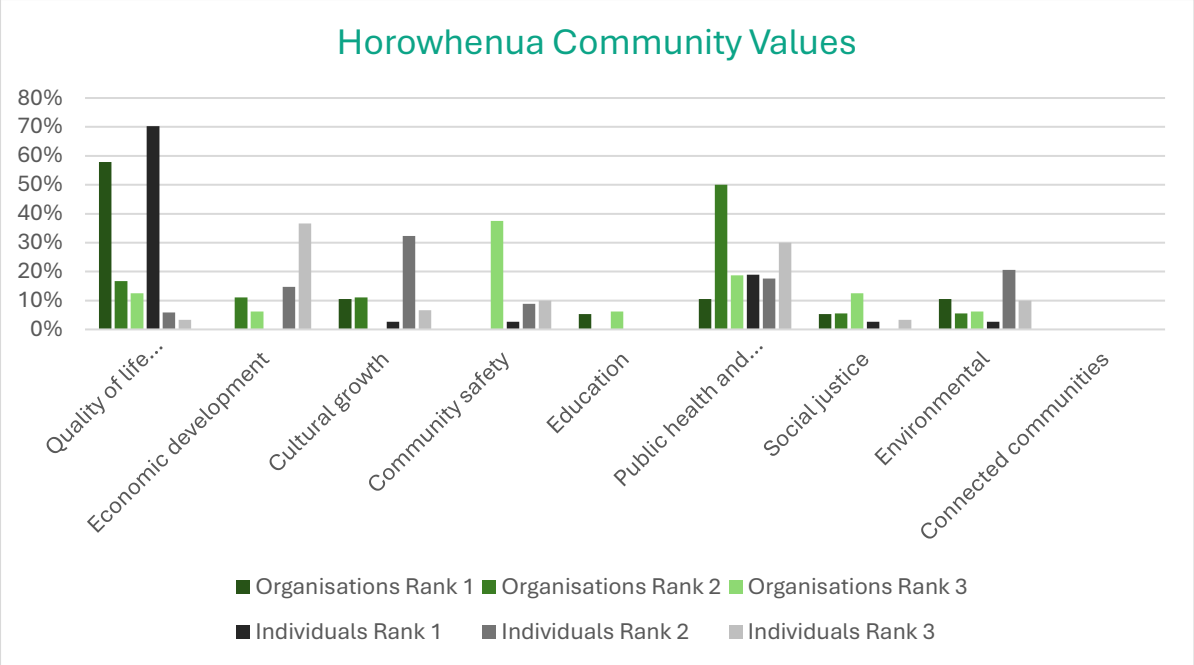


Figure 11: Proportion of organisations and individuals and the values they rate highly to achieve impactful investment in Horowhenua.

regarding safety concerns, individuals put more emphasis on economic and cultural development above community safety. For both individuals and organisations, environmental sustainability regarding the use and reuse of materials for community benefit and avoiding waste was highlighted. These were encouraged for creating resilience and community connection.

Using recycled materials for projects will be encouraged and donations of old art and craft supplies (Horowhenua organisation).

Financial literacy & capability, waste minimisation, community connection, food sharing and rescue, fruit harvesting (Horowhenua individual).

Further drawing on the resilience of the townships was service sustainability. This followed from the distances involved and the risk of service closure given the singular individuals who provide the service.

Manawatū

Respondents from Manawatū included 23 organisations and 29 individuals. Figure 12 below shows the distribution of services provided by respondent organisations.

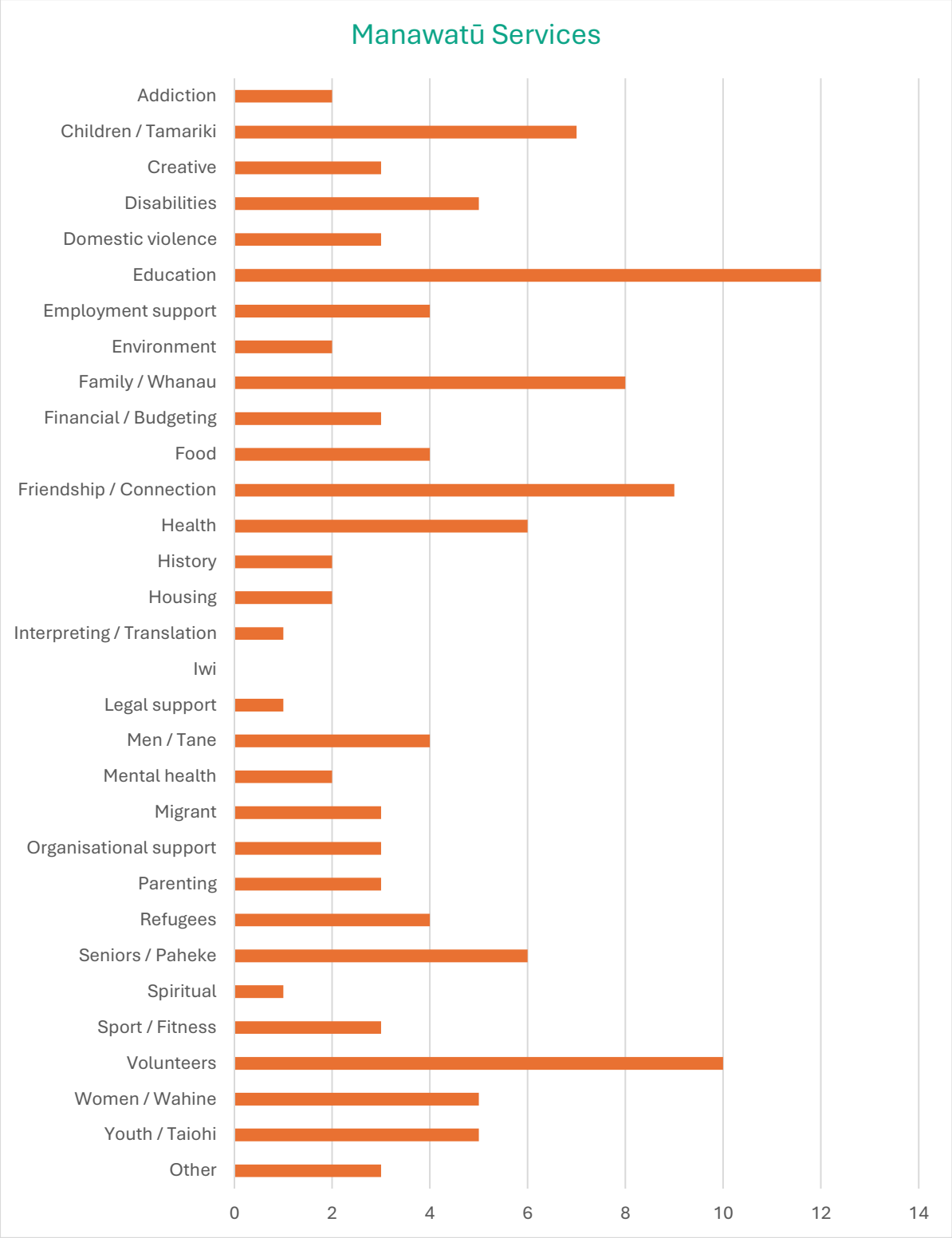


Figure 12: Self-reported services provided by Manawatū community organisations.

Barriers to Access

Barriers to access services for the Manawatū were ranked by organisations and individuals and this is presented in Figure 13 below. There are similarities to Horowhenua in that transport and awareness are the top barriers identified by organisations, followed by language and opening hours. However, individuals ranked cost and eligibility as the barriers that most limited access to services, with transport a lesser concern. As noted above, organisations can work to minimise cost to clients, but this still does not eradicate perceptions of them, nor the indirect costs of accessing services.

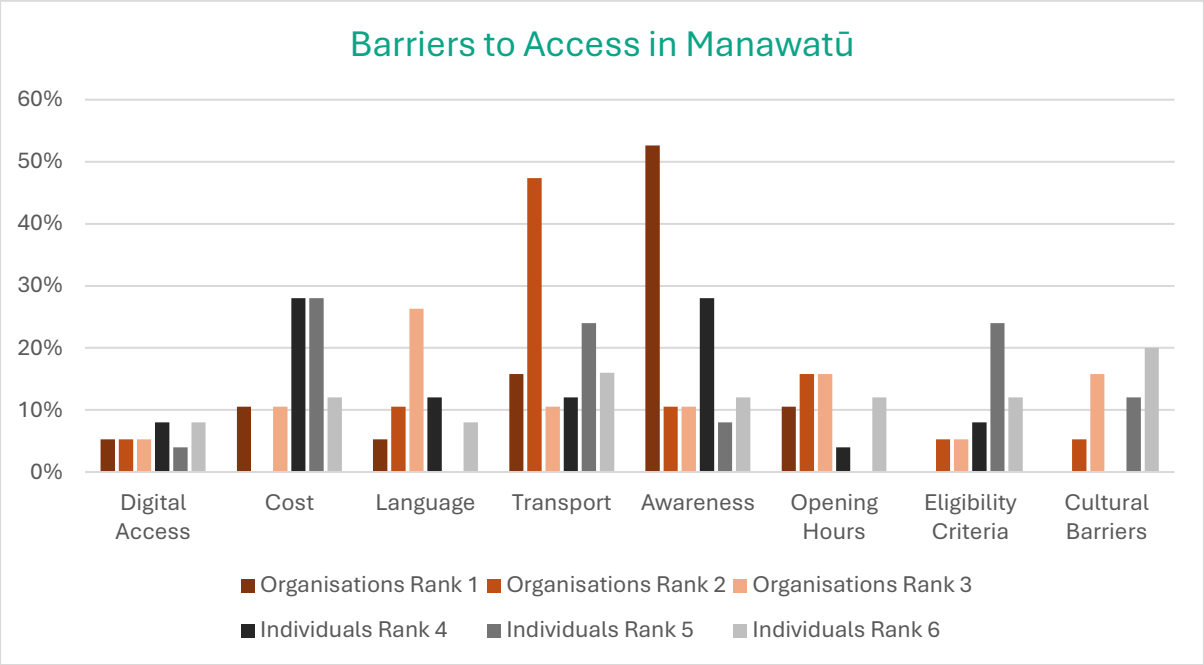


Figure 13: Proportion of organisations and individuals and the factors they rate highly which limit access to services in Manawatū.

Rural populations isolated from the urban centres with limited transport options was emphasised as a theme for Manawatū in the free text. Unlike Horowhenua, no specific areas were mentioned by respondents. Instead, Palmerston North and Feilding were highlighted as important service hubs. Subsequently, individuals who cannot get to the cities have limited-service access, and urban organisations are either unaware or unable to get to rural populations.

People who can't get to Palmerston North easily, as that's where we are physically located (Manawatū & Palmerston North organisation).

Some have no money on their phone or data to communicate with us, they also don't have a car, or able to buy fuel to get to us (Manawatū & Palmerston North organisation).

The additional costs attached to getting to the service hubs from rural areas and changes with the school bus systems further exacerbated these difficulties. The need for travel compounds with initial isolation to undermine service access.

The total mobility scheme in this area has severe regional restrictions meaning we pay more for service needed more due to rural (Manawatū individual).

Where transport services are available in rural areas, they are relatively more expensive. Much as those in Horowhenua, Manawatū organisations seek to minimise cost. However, their locations in urban centres limit the ability to do so for those outside the service hubs.

The nature of the service hubs led to many organisations and individuals noting a lack of awareness of services as a barrier. Individuals highlighted a lack of advertising the presence of services that are available to them, and a lack of awareness of a broad database they can access to find out what is available.

Absolutely need to unite all volunteer services including religious based ones so everyone knows who can get support and what they can access (Manawatū individual).

Service access is limited to who knows what's out there. Services tend to be siloed and patchy across the region. Often there are overlaps in services and it's hard to know which provider is the best one for your needs. There is a definite lack of cohesion to services they are not joined up as well as they should be (Manawatū individual).

In this context, services can be provided across the Manawatū in theory, yet individuals cannot easily find the most applicable options nor follow the pathways connecting organisations. A lack of cohesion amongst organisations does not support creating these connections. Instead, when a respondent finds a set of potentially appropriate organisations, uncertainty of what is the most suitable manifests as suspected eligibility constraints and not making use of them. Developing interconnections and webs of organisations with the services they provide while drawing them together to better serve the Manawatū was considered a valuable project.

Gaps in Service Provision

Seeking the service gaps arose through the questions to organisations and individuals about what services they use outside their local region and what they see as under-resourced or missing. 16 organisations and 20 individuals answered these questions for the Manawatū. Much as Horowhenua, access to specialist care was a problem. Attention was also drawn to the rural spaces outside of the hubs as noted in the discussion in the last section.

Based on the experiences of our clients and referrers, several service areas in our community appear under-resourced. These include mental-health supports (especially low-cost counselling), affordable or free childcare options, transport for people without vehicles, and services that provide accessible digital support (Manawatū & Palmerston North organisation).

Fielding has intense wait times even for non-urgent healthcare (Manawatū individual).

[A] six week wait for someone with an ongoing issue is insane and there are no low-cost alternatives as the gap clinic won't often them by choice (Manawatū individual).

7 organisations and 10 individuals identified difficulties accessing physical and mental health. Where these services do exist, the wait times are not considered appropriate.

5 organisations and 6 individuals note difficulties of access to outdoor activities for a range of ages and capabilities, which can include in- and out-of-school activities.

1 organisation and 5 individuals referred to a lack of suitable and affordable housing options.

2 organisations and 3 individuals specified transport, particularly regular public transport, as a limiter to get to other necessary services.

Well-represented Services

Services which are readily available in Manawatū were explored from questions to organisations and individuals about what services in their community they see as well served. 13 organisations and 20 individuals answered this question. As with Horowhenua, well-represented is a relative term to imply relatively more accessible services, rather than saturation. Despite the difficulties however, respondents presented an optimistic view of services noting that most services are available in some form.

Most services are available and the client just needs to be directed to them (Manawatū, Palmerston North, & Tararua organisation).

It's actually finding out what services are available as many volunteer services work in silos and there is no one source everyone can access for information (Manawatū individual).

1 organisation and 5 individuals specify that council-run library facilities and their associated events are well served.

1 organisation and 4 individuals highlight the value of diverse cultural supports, including refugees, migrants, and Māori.

1 organisation and 1 individual feel that access to youth sports is well served in the region.

Manchester House is named specifically as a valuable feature.

Valued Impact

Like Horowhenua, Manawatū individuals and organisations both ranked quality of life improvements and public health and wellbeing highly. Figure 14 below shows the responses for Manawatū to compare individuals and organisations. Individuals were interested in ensuring cultural and environmental improvements alongside social justice to create a sustainable and diverse region. Whereas organisations favoured social justice and community safety. Housing was discussed as a specific component of social justice, focused on older persons, youth, and those experiencing mental health and intellectual difficulties.

People with mental health and severe intellectual problems not receiving the right support to live in mainstream society (Manawatū individual).

It would be great if there was a greater understanding of the stress that facing homelessness puts on people and there was less stress on MSD sorting out the undeserving (Manawatū individual).

A part of individual responses was a rejection of a moral component of 'underserving' in favour of broad access to housing. This extends to the social justice component of all deserving access to services, regardless of where and how they live.

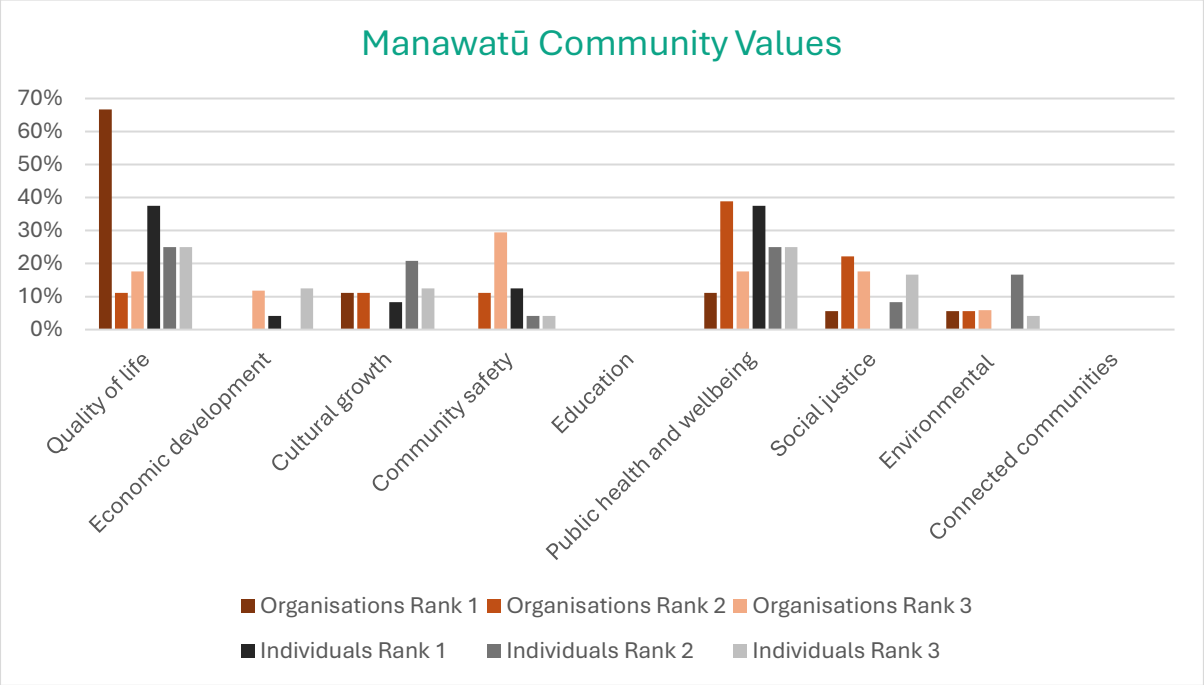


Figure 14: Proportion of organisations and individuals and the values they rate highly to achieve impactful investment in Manawatū

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Palmerston North

Respondents from Palmerston North included 25 organisations and 63 individuals. Figure 15 below shows the distribution of services provided by respondent organisations.

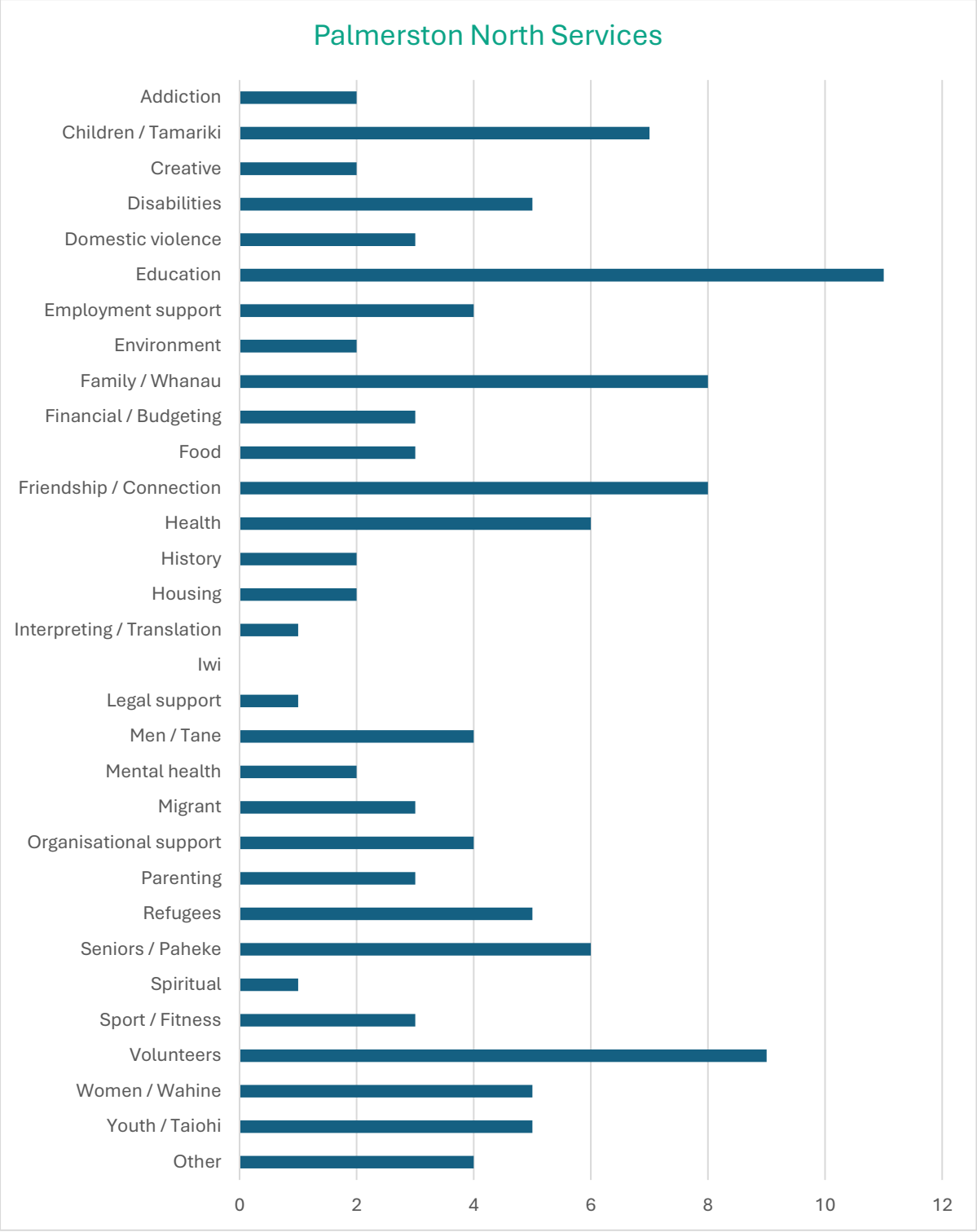


Figure 15: Self-reported services provided by Palmerston North community organisations.

Barriers to Access

For Palmerston North, Figure 16 below presents the barriers to access services as ranked by organisations and individuals. Most organisations recognised awareness of services, both their own and more generally, as a significant barrier for potential clients. Transport and language difficulties follow as the next largest perceived barriers. Individuals however, recognised that a lack of awareness of an organisation is a substantial limiter, but deemed cost of service and being ineligible to be greater concerns.

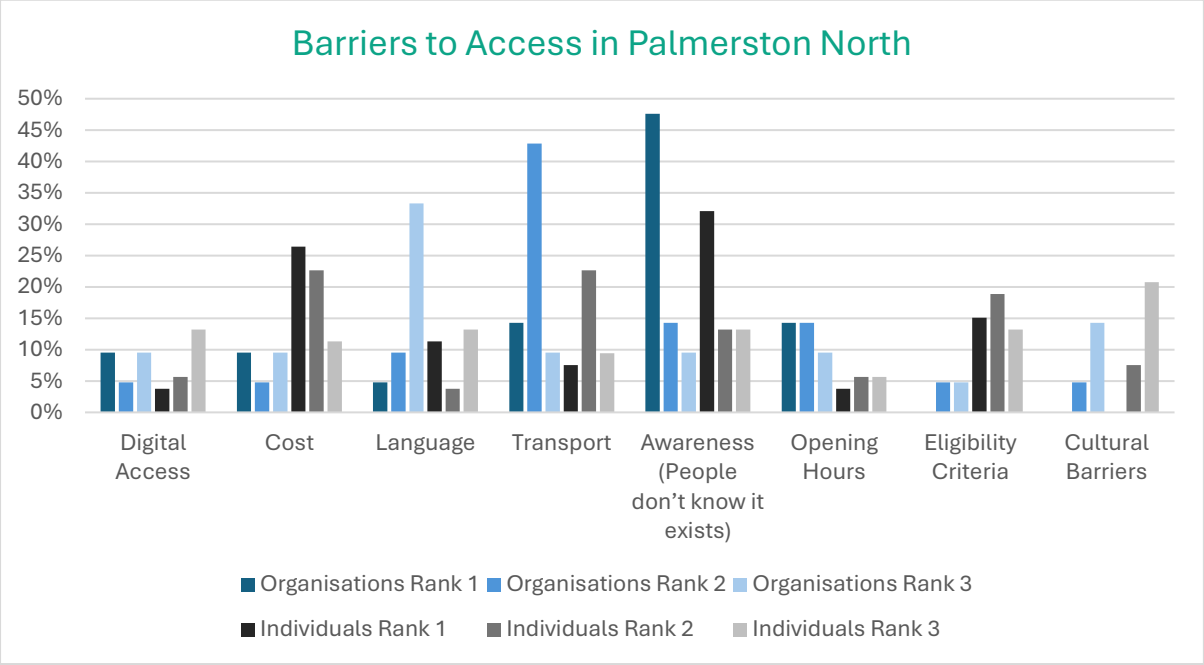


Figure 16: Proportion of organisations and individuals and the factors they rate highly which limit access to services in Palmerston North.

As the largest city across the studied regions, Palmerston North is the main place that organisations across Horowhenua, Manawatū, and Tararua refer to and individuals' access for services. The potential clients and geographical area is thus quite substantial, but it does not necessarily mean that there is sufficient capacity to engage in all these communities.

> *[C]ommunity services are very low key and struggle with upkeep financially* (Palmerston North individual).

The more concentrated population compared to the other regions contributes to a higher level of resourcing but also comes with more competition for those limited resources and more organisations. Palmerston North organisations present a theme of awareness across other organisations and individuals to recognise that this impacts their ability to serve the local community and surrounding regions.

Connections between organisations in building awareness was recognised as valuable for efficient use of resources and ensuring client welfare but maintaining these was reported as problematic. Resource constraints in dealing with the now meant that capitialising on opportunities to expand organisational awareness was limited. Particularly if increasing awareness has the potential to lead to exceeding capacity.

The opening hours issue is directly related to the number of volunteers we have, particularly those who are prepared to work odd hours. (between 11pm and 6am) (Manawatū & Palmerston North organisation).

Without resources to serve the local whānau, it is difficult to justify actively providing that service into the surrounding regions, even when they are officially covered by the organisation and the recipient of outside referrals. This ties into the concerns raised in the Manawatū about uncertainty on what services are available and delivered by organisations.

To overcome the lack of awareness, respondents highlighted opportunities to build and develop inter-organisation connections. These include maintaining referral networks between organisations alongside developing organisation awareness of individuals to know what services are present. One respondent highlighted these in relation to health services, but many offered a similar outlook in a range of fields, greater coordination was desirable.

Long waiting times for appointments can create additional stress and challenges, highlighting gaps in access that could be improved through better service coordination and support (Palmerston North individual).

The low level of collaboration combined with a large geographic area has undermined the capacity for local and external whānau to easily access services. Links between organisations to share information and support, setting up efficient ways of connecting individuals, and having opportunities to build and develop these connections is valuable. That does not mean that insufficient activities are being done, but rather the combination of pressures on capacity is being felt throughout the community.

Gaps in Service Provision

As a service hub, gaps were less emphasised for the city itself to instead focus on how these are spread across residents in all the regions. Similarities to other regions remained in that access to specialist services is restricted. 18 organisations and 49 individuals answered questions about services that they use outside their local region and what services they see as under-resourced or missing. A specific mention was that organisations' recognition of rural populations on the edges of Palmerston North almost disappears, with more focus on the rural areas of Horowhenua, Manawatū, and Tararua.

Rural communities, of which there are some in our Palmerston North district (All regions organisation).

Palmy is well served with lots of health providers/youth services, cultural activities/festivals, however outside of Palmy resources are scarce (All regions organisation).

7 organisations and 21 individuals refer to difficulties accessing physical and mental health services. Palmerston North has more options than the other regions, but Wellington is still necessary for some specialist services.

1 organisation and 10 individuals emphasise housing difficulties, as both preventing homelessness and broader social housing provision.

2 organisations and 12 individuals feel that there is insufficient support and companionship options for those experiencing social isolation, specifically groups such as youth and older persons.

Well-represented Services

Palmerston North as a hub for services has a diverse range of options available that was deemed suitable for most respondents. However, there remains the undercurrent that all services have insufficient resources for meeting client need and ensuring all the other activities can take place. 45 individuals and 15 organisations answered questions about what services in their community they see as well served.

Most things are available and accessible, I haven't come across anything that I can't access (Palmerston North individual).

2 organisations feel that childcare services are well-represented in the area.

7 individuals highlighted food security and access to food. Meals on Wheels received a particular mention for its value to the community.

4 organisations and 12 individuals referred to the libraries and the number of events associated with them favourably, although one added that this favours mainstream communities.

2 organisations and 2 individuals mentioned the value of Hancock Community House as a collection of services that eases referrals, central access, and awareness.

Valued Impact

Individuals and organisations of Palmerston North conform to the other regions discussed in a favouring of quality-of-life improvements and public health and wellbeing as the most desirable impacts. Figure 17 below shows the responses for Palmerston North organisations compared to those for individuals. Individuals expanded on their valued impacts with a desire for community safety and cultural initiatives, on par with economic growth. Although, it is noteworthy that for those who selected both economic and environmental sustainability, the environment tended to be ranked higher.

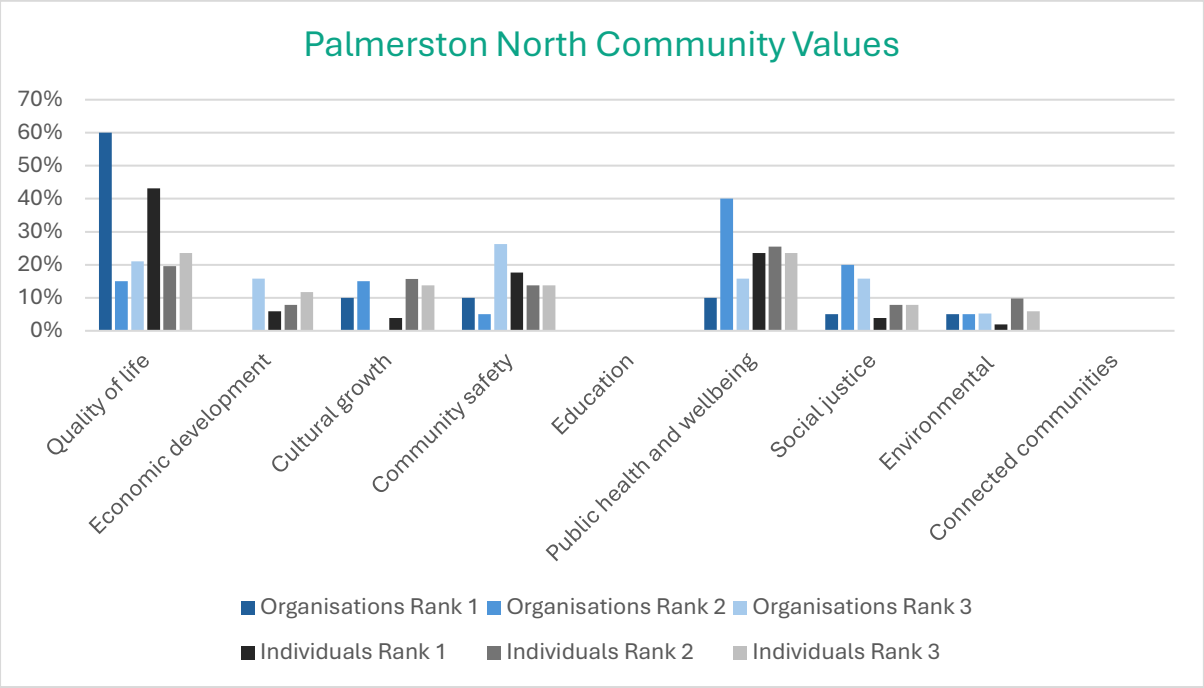


Figure 17: Proportion of organisations and individuals and the values they rate highly to achieve impactful investment in Palmerston North.

The reduced level of collaboration and the higher prevalence of organisations contributed to a perception of less connection and cohesiveness to the community sector and residents. Forming these connections were thus valuable as a potential contributor to other impacts.

Great opportunity to get the services that are provided by several organisations to work better together for the whole community (Palmerton North individual).

Willingness of community organisations to work together cannot be seen often, there is a lot of competition (Palmerston North individual).

Opportunities to build and develop inter-organisational connections was considered favourably to improve community wellbeing. These features were considered to lead to improved social cohesion with the development of local connections between organisations and individuals.

> *There are areas of the city that do not have community halls, centres or larger rooms for people to meet. Church halls are not always appropriate. Living in increasingly smaller homes we need meeting places to join in, have fun and get to know who is who in our communities* (Palmerston North individual).

> *Social cohesion strengthens our communities and can improve health and wellbeing. Our work … equip[s] neighbourhoods to improve safety, get prepared for emergencies and support one another, so that our communities are more caring places to live* (Palmerston North organisation).

The value of connectedness is emphasised in these quotes, even though it is not ranked as highly in the valued impacts.

Tararua

Respondents from Tararua included 15 organisations and 20 individuals. Figure 18 below shows the distribution of services provided by respondent organisations.

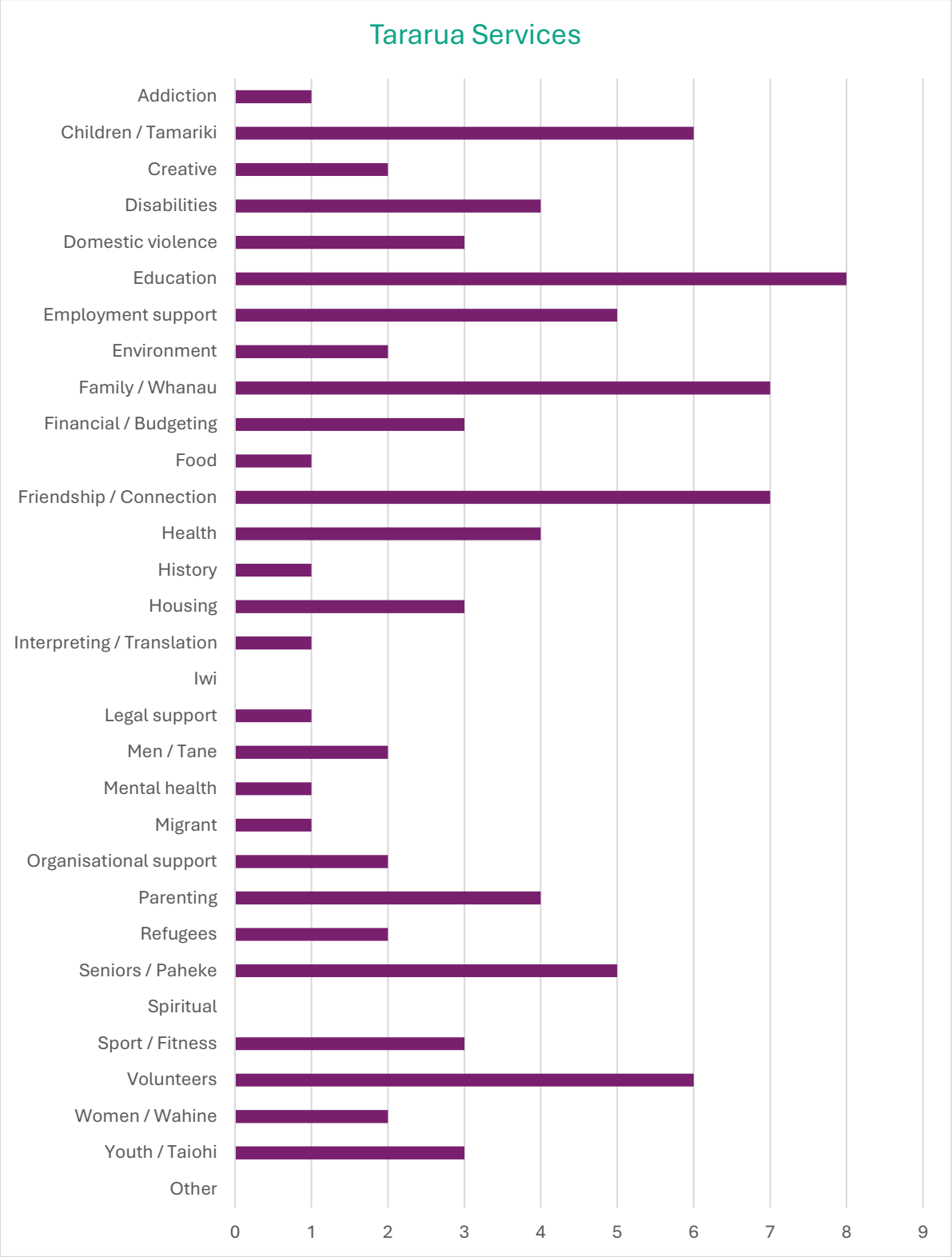


Figure 18: Self-reported services provided by Tararua community organisations.

Barriers to Access

Figure 19 below shows how Tararua organisations and individuals ranked barriers to access services. Awareness and transport were highlighted as the most pressing issues by organisations as a barrier to access, with cost and language as the next highest difficulties. Individuals did not see language as a substantial barrier, but instead highlighted cost and digital literacy. These concerns were particularly tied to whānau with low incomes and how they interacted with access to health care and credit.

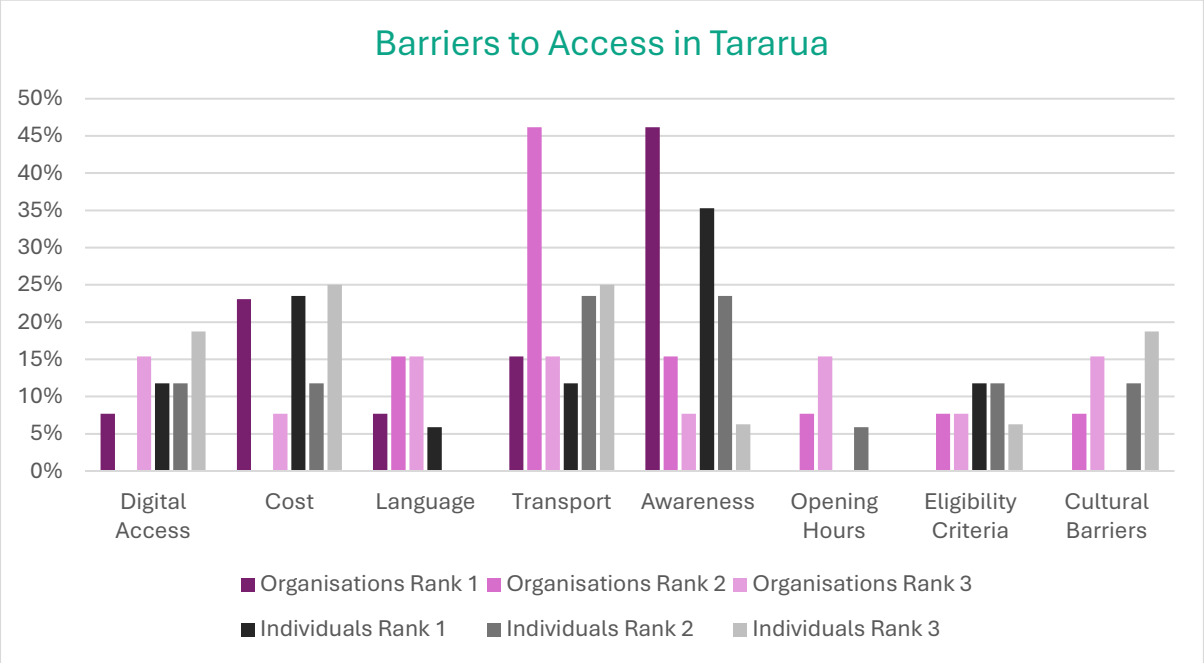


Figure 19: Proportion of organisations and individuals and the factors they rate highly which limit access to services in Tararua.

Like Horowhenua and Manawatū, the population of Tararua is spread across many smaller towns with a large rural component making transport a high-cost barrier. The lack of coverage for rural areas was thus noted by many respondents, with an acknowledgement that organisations tend to favour urban areas.

There would be a bigger selection of services available in the cities. We are reasonably close to Palmerston North, and some of them are supposed to cover Dannevirke, but that does not always happen (Tararua organisation).

Rural brings a number of "stacked complexities" which can be difficult to unravel; every year new "unmet" needs come to our attention - transport, cost of living, food security is high on the agenda (Tararua organisation).

Rural populations had thus been identified as particularly at risk of low service provision and had difficulty getting to service hubs. On the other hand, organisations do not travel to where rural needs are greatest, tying back to the capacity constraints highlighted in earlier sections. However, it means that the barriers and needs of residents in rural areas are not always visible to organisations located in urban areas, contributing to isolation.

The theme of isolation arose often through respondents from Tararua, not only geographical, but also social isolation with a potential client's willingness to engage attached to pride, embarrassment, and shame in admitting the need for help. These contribute to a worsening of problems before they are adequately engaged with, producing more work for organisations, while leaving individuals suffering longer than necessary. In some cases, the complexity of the problem contributing to an individual becoming frozen with uncertainty.

Those people who are not in good connection with the community. We try very hard to connect with all, but those that need us the most, seem to lack the confidence or knowledge or ability to reach out to us. And we can't go door knocking! (Tararua organisation).

Confidence to join a learning or education opportunity, when previous experiences of education have not been positive. Dyslexia, neurodiversity are contributing factors (Tararua organisation).

Shame and stress of continually having to ask for a rental make it emotionally difficult to ask for help. People can be facing multiple problems and not know which one to address first (Tararua individual).

These outcomes of not being willing to seek help can be tied back to undesirable earlier experiences when engaging in services or, much as the Manawatū, uncertainty on what an appropriate service could be. Developing local knowledge of organisations and fostering a willingness to engage is necessarily, but this needs to be combined with making those connections into the more difficult to reach places by organisations.

Gaps in Service Provision

Drawing on the problems of rural isolation of the last section, local services are more likely to be present in the larger towns with little acknowledged spread into rural areas. 14 organisations and 15 individuals answered questions about services accessed outside of Tararua and what they deemed to be missing. The level of general service provision was recognised as poor with a reliance on the service hubs.

Some services are available in the town centres, with Dannevirke having the most. But Tararua relies heavily on services in Palmerston North, which then includes a long travel for some (Tararua individual).

5 organisations and 12 individuals identify mental and physical health as lacking, with 3 extending this to broader social connections and access to friends.

5 individuals highlighted gaps in food provision, particularly supermarkets and larger consumption spaces.

2 organisations and 1 individual emphasise public transport inadequacies.

Well-represented Services

Services which are readily available in Tararua were explored from questions to organisations and individuals about what services in their community they see as well served. 11 organisations and 10 individuals answered this question. Dannevirke received multiple mentions of its importance as a service hub with a good range of community organisations and services present. Other towns offered a more pessimistic picture with individuals and organisations saying that no services are well-represented.

Dannevirke offers quite a range of services. Work and Income, ANZ and Westpac, post office, Oranga Tamariki, Tararua REAP, Youth Services, mental health (Tararua individual).

Nothings promoted or advertised here (Tararua individual).

2 organisations and 2 individuals considered council-run libraries favourably.

1 organisation and 2 individuals reference the presence of government ministries such as Kāinga Ora, Corrections, and MSD as valuable.

5 organisations and 1 individual note that there is suitable education and youth services available in the area, although this was not represented in Woodville.

Tararua REAP was considered valuable by respondents for its services to the region.

Valued Impact

Almost every respondent selected quality of life improvements followed by public health and wellbeing as the most important impacts. Figure 20 overleaf shows the responses for Tararua organisations compared to those for individuals. For organisations, there was a mix of social justice, environment, and cultural growth. In contrast, individuals favoured economic development above most other considerations. While education was not ranked in the top three of any respondents, the value of access to learning and development was noted in the free text. These references were specifically part of developing cultural awareness, animal welfare, and empowering women and girls. However, the difficulties noted in Tararua seem to highlight a need for more resources to become embedded in the local communities. This would involve further developing the successful connections between organisations to work in conjunction with the service hubs without continuing the neglect of rural spaces.

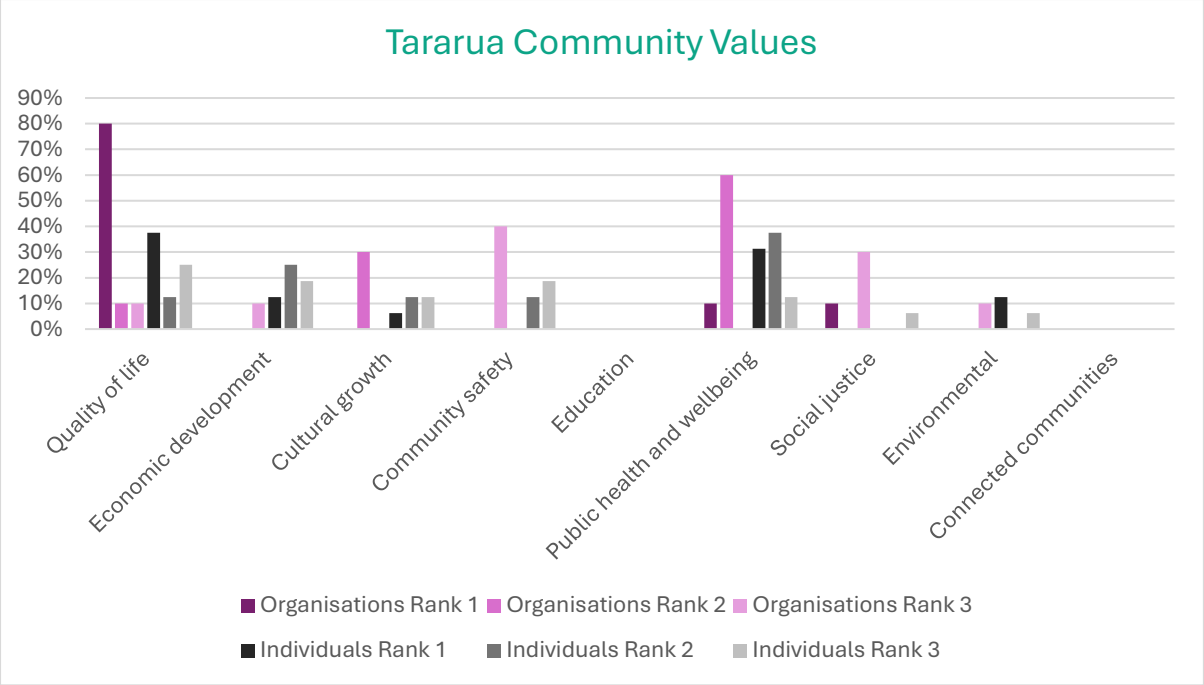


Figure 20: Proportion of organisations and individuals and the values they rate highly to achieve impactful investment in Palmerston North.

Concluding Comments

The first phase of STOR explored the opportunities and overlaps present in community service provision in the regions of Horowhenua, Manawatū, Palmerston North, and Tararua through surveying organisations and individuals. This report represents part of a broader community mapping project seeking to reveal potential overlaps, connections, and gaps between organisations and services. A component has drawn on collaboration and impact and how these are implemented and challenged in practice. Funding and service provision can then take these into account when considering efficient and impactful choices.

Limited resources for funding combined with growing expectations of impactful investment drive decisions toward collaborative projects to achieve long-term benefits. Impact seeks to maximise the social return of investment while collaboration minimises duplication and fixed costs. Organisations are aware of the potential for effective distribution of limited resources through these pathways and are willing to engage in these processes. Capacity and opportunities to work together are where the barriers arise. Implementation is further disrupted by a blurring of outcomes and impact. There is scope to develop understandings and connections within organisations, and this was suggested through the surveys.

Each region offers its own challenges and values. While they all have interdependencies, they are not interchangeable and cannot be treated as such. Past disagreements and geographical distance in Horowhenua shape how individuals link into services. Transport across the Manawatū and a service reliance on Palmerston North drive the ways that organisations and individuals connect across these areas. Whereas Palmerston North acts as a service hub for each region, yet it has difficulties in maintaining awareness of organisations and available services. Lastly, Tararua exhibits a more rural focus with additional barriers of individuals' willingness to connect into available services. In these contexts, few organisations or individuals considered that even well represented services were flourishing, instead there is a broad lack of available services. However, there exists in each region opportunities and gaps for broader connections between organisations and service provision.

The next part of the project is intended to seek ways forward in each of Horowhenua, Manawatū, Palmerston North, and Tararua in consultation with these communities. It will build on consultation with communities and offer concrete paths to improve community welfare.

Appendix A – Survey Questions

A1 Organisation Survey

About Your Organisation

We would like to find out what your organisation is and the broad service that it provides.

Q1. Name

Q2. Address

Q3. Phone

Q4. Email

Q5. Which region(s) do you currently provide services in? (select all that apply)

- Horowhenua
- Manawatu
- Palmerston North
- Tararua

Q6. Which types of service(s) do you provide? (select all that apply)

- Addiction
- Children / Tamariki
- Creative
- Disabilities
- Domestic violence
- Education
- Employment support
- Environment
- Family / Whānau
- Financial / Budgeting
- Food
- Friendship and connection
- Health
- History
- Housing
- Interpreting and translation
- Iwi
- Legal support
- Men / Tāne
- Mental health
- Migrant
- Organisation support
- Parenting
- Refugees
- Seniors / Pāhake
- Spiritual
- Sport / Fitness
- Volunteers
- Women / Wāhine
- Youth / Taiohi

Other

Q7. What is the cost of your service? (for your primary users)

- Free
- Low-cost
- Fee-based
- Koha

Q8. Which days is your organisation open?

- Monday
- Tuesday
- Wednesday
- Thursday
- Friday
- Saturday
- Sunday
- Appointment only

Q9. Do you consent to information of your service being used to update the Community Pages database? If so, someone will be in touch to more fully record your provided services, costs, and times.

- Yes
- No

Accessibility and Gaps

We are interested in exploring the perceptions and realities of service access. Particularly around the difficulties that can limit community members from making effective use of the services available.

Q10. Who in your community struggles to access your organisation's services?

Q11. What do you see as difficulties that those in your community face in accessing your services? (rank all that apply)

- Digital access
- Cost
- Language
- Transport
- Awareness (People don't know it exists)
- Opening hours
- Eligibility criteria
- Cultural barriers

Q12. Are there any other difficulties that those in your community face in accessing your services that you would like to share?

Q13. Who in your community struggles to access services in general?

Q14. Which times are services limited or unavailable in your community?

Q15. In which locations are services limited or unavailable in your community?

Q16. What services outside your community do you refer people to because there is no local option?

Q17. What services do you see as missing or under-resourced in your community?

Q18. What services are well represented in your community?

Collaboration

In this section, we're looking at collaboration across organisations to improve community resilience and access to services. We're considering both what it means to be collaborative and some of the difficulties that may prevent collaboration.

Q19. What does collaboration mean to you?

Q20. How do you collaborate currently? (select all that apply)

- Shared spaces
- Shared projects/Initiatives/Kaupapa
- Referrals
- Shared staff or volunteers
- Joint funding applications
- Information sharing

Other

Q21. What prevents stronger collaboration in your area? (rank all that apply)

- Funding
- Time/Capacity
- Governance or legal concerns
- Lack of coordination
- Trust and relationship challenges
- Loss of identity or autonomy

Q22. Are there any other factors that prevent stronger collaboration in your area that you would like to share?

Q23. What opportunities do you see that could improve community impact through collaboration?

Q24. What support could help your organisation collaborate more effectively?

Impact and Outcomes

This last section is looking at the measurement of outcomes and impact to explore how these are defined and enacted in the community.

Q25. How do you define outcomes in your organisation?

Q26. How does your organisation measure outcomes?

Q27. How do you define impact for your organisation?

Q28. Which types of impact are most important for your organisation?

- Quality of life improvement
- Cultural growth
- Economic development

- Environmental
- Public health and wellbeing
- Safer communities
- Social justice

Q29. Are there other types of impact that are important for your organisation that you'd like to share?

Q30. How do you measure these impacts?

Closing

If you're interested in supporting the research and having more of a conversation around the topics, please let us know and someone will be in touch. We thank you for your time and consideration!

Q31. Would you like to be involved in future discussions or workshops related to this research? (For example, discussions and workshops around collaboration, impact, outcomes, and acting on gaps and opportunities in service provision).

- Yes
- No

Q32. If you'd like to be involved, please leave a way for us to contact you.

Q33. Would you like a copy or a summary of the final report?

- Yes (Both)
- Yes (Report)
- Yes (Summary)
- No

Q34. Is there anything else you would like to share about service access, collaboration, or unmet needs in your community?

A2 Individual Survey

About you

Thank you for your interest in helping to find gaps and opportunities in your community. We'll first just need to establish your community and what you feel is important for its development.

Q1. What is your postcode?

Q2. Which region(s) do you currently access services in? (select all that apply)

- Horowhenua
- Manawatu
- Palmerston North
- Tararua

Q3. Which types of impact are most important for you? (rank all the apply)

- Quality of life improvement
- Cultural growth
- Economic development
- Environmental
- Public health and wellbeing
- Safer communities
- Social justice

Q4. Are there other types of impact that are important to you that you'd like to share?

Accessibility and Gaps

We are interested in exploring the perceptions and realities of service access. Particularly around the difficulties that can limit community members from making effective use of the services available.

Q5. Who in your community struggles the most to access services?

Q6. What do you see as difficulties that those in your community face in accessing services? (rank all the apply)

- Language
- Eligibility criteria
- Cultural barriers
- Digital access
- Awareness (People don't know it exists)
- Opening hours
- Transport
- Cost

Q7. Are there any other difficulties that those in your community face in accessing services that you would like to share?

Q8. Which times are services limited or unavailable in your community?

Q9. In which locations are services limited or unavailable in your community?

Q10. What services outside your community do you access because there is no local option?

Q11. What services do you see as missing or under-resourced in your community?

Q12. What services are well represented in your community?

Closing

If you're interested in supporting the research and having more of a conversation around the topics, please let us know and someone will be in touch. We thank you for your time and consideration!

Q13. Would you like to be involved in future discussions or workshops related to this research? (For example, discussions and workshops around collaboration, impact, outcomes, and acting on gaps and opportunities in service provision).

- Yes
- No

Q14. If you'd like to be involved, please leave a way for us to contact you.

Q15. Would you like a copy or a summary of the final report?

- Yes (Both)
- Yes (Report)
- Yes (Summary)
- No

Q16. Is there anything else you would like to share about service access, collaboration, or unmet needs in your community?

Appendix B – Service Overlaps

This appendix offers a series of organisation and service maps to highlight potential connections in shared services and where gaps exist in each region based on survey respondents. To maintain anonymity, the names have been removed.

Each node represents an organisation, with the shape indicating the location of its main office and colour representing its core service. The main office was drawn from the postcode of the address, and the primary service was selected by the authors based on publicly available information and from the self-selection of services the organisation provides.

- Circle: Horowhenua
- Square: Manawatū
- Diamond: Palmerston North
- Triangle: Tararua
- Hourglass: External

Each tie represents a combined service and location connection. Ties were determined by considering the services and location an organisation self-identified as providing. A connection was made between each organisation that provided a given service that also claimed to operate in the same region. The ties may not be known by either organisation, could be informal, or could be well established. In any case, they represent potential opportunities for collaboration based on a shared service.

B1 Horowhenua

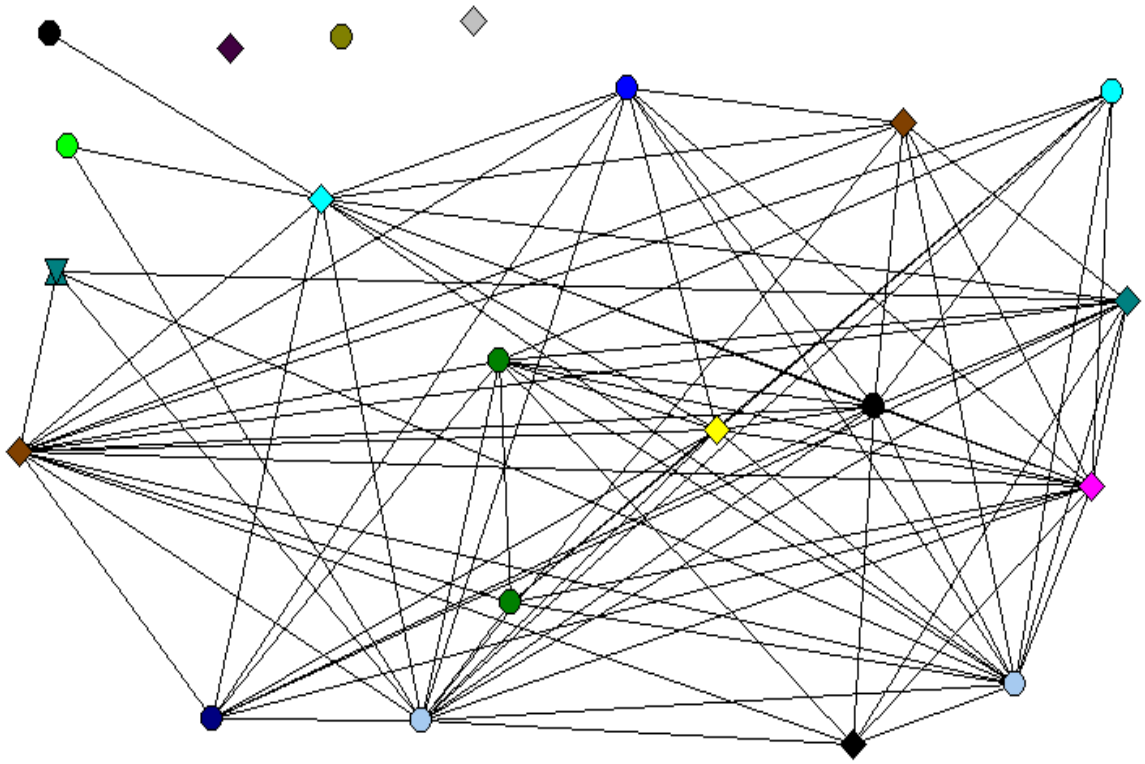


Figure 21: Horowhenua network map.

Organisations with no service overlaps
Domestic violence, housing, and budgeting.
Organisations with one service overlap
History.
Organisations with two to four service overlaps
Refugee and brain health.

The other organisations have more than four potential connections, indicating a wider range of services and more potential overlap with other organisations.

Horowhenua organisations, local and external providing services

Service type	Organisations providing service	Local organisations
Addiction	0	0
Children	5	2
Creative	4	4
Disabilities	5	2
Domestic violence	1	0
Education	8	4
Employment support	2	0
Environment	2	2
Family	6	2
Financial	1	1
Food	2	2
Friendship	8	4
Health	6	2
History	2	1
Housing	1	0
Interpreting	0	0
Iwi	1	1
Legal support	0	0
Men	1	0
Mental health	2	2
Migrant	1	1
Organisation support	1	0
Parenting	2	1
Refugees	2	2
Seniors	6	4
Spiritual	0	0
Sport	3	1
Volunteers	8	4
Women	3	2
Youth	5	3

Table 2: Horowhenua services and number of organisations providing those services.

Service types with no associated organisations

Addiction, interpreting, legal support, and spiritual.

No local organisation: Domestic violence, employment support, housing, men, and organisation support.

Service types with one associated organisation

Domestic violence, financial, housing, iwi, men, migrant, and organisation support.

One local organisation: financial, history, iwi, migrant, parenting, and sport.

Service types with two associated organisations

Employment support, environment, food, history, mental health, parenting, and refugees.

Two local organisations: Children, disabilities, environment, family, food, health, mental health, refugees, and women.

B2 Manawatū

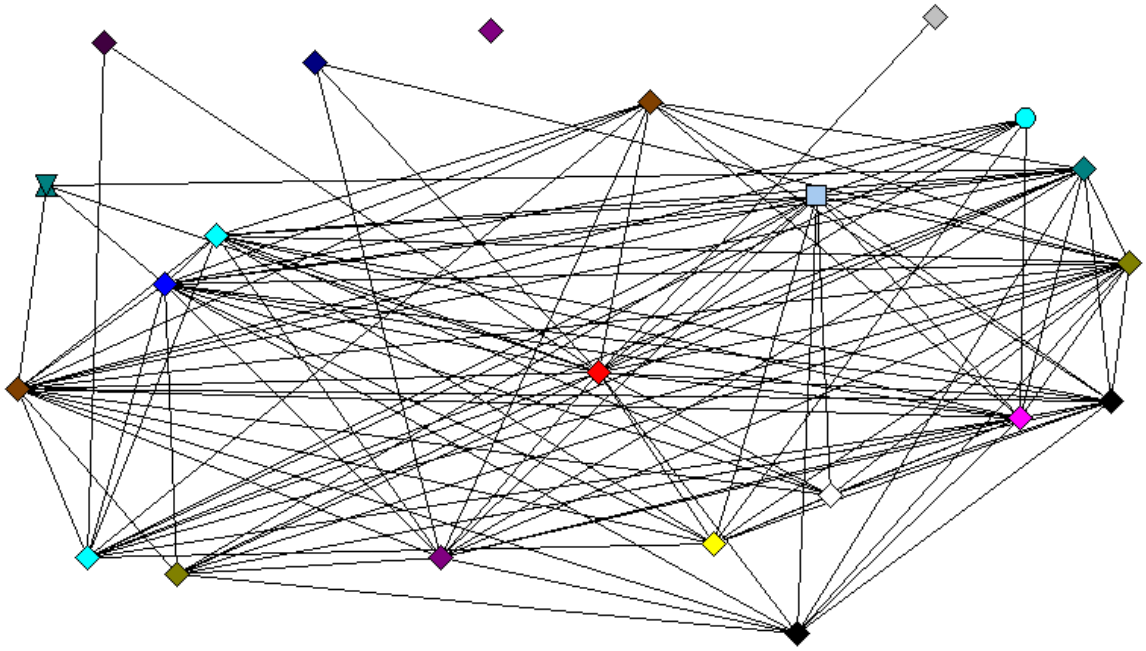


Figure 22: Manawatū network map.

Organisations with no service overlaps
Friendship and connection.
Organisations with one service overlap
Housing.
Organisations with two to four service overlaps
Domestic violence, food recovery, and brain health.

The other organisations have more than four potential connections, indicating a wider range of services and more potential overlap with other organisations.

Insufficient local responses to develop local organisations as distinct from a broad overview.

Manawatū organisations, local and external providing services

Service type	Organisations providing service
Addiction	3
Children	6
Creative	3
Disabilities	5
Domestic violence	3
Education	11
Employment support	4
Environment	2
Family	7
Financial	3
Food	4
Friendship	8
Health	8
History	2
Housing	2
Interpreting	1
Iwi	0
Legal support	1
Men	4
Mental health	2
Migrant	3
Organisation support	3
Parenting	3
Refugees	3
Seniors	6
Spiritual	2
Sport	3
Volunteers	9
Women	5
Youth	5

Table 3: Manawatū services and number of organisations providing those services.

Service types with no associated organisations
Iwi.
Service types with one associated organisation
Interpreting / translation, and legal support.
Service types with two associated organisations
Environment, history, housing, mental health, and spiritual.

B3 Palmerston North

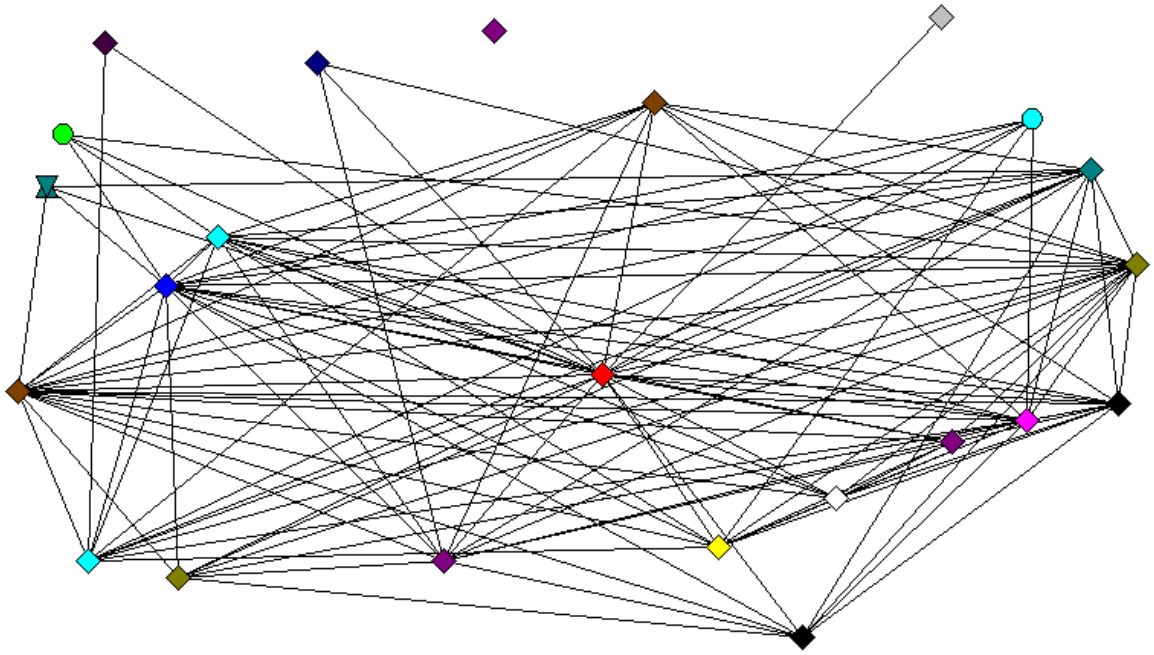


Figure 23: Palmerston North network map.

Organisations with no service overlaps
Friendship and connection.
Organisations with one service overlap
Housing.
Organisations with two to four service overlaps
Domestic violence, food recovery, refugee, and brain health.

The other organisations have more than four potential connections, indicating a wider range of services and more potential overlap with other organisations.

All but two organisations servicing Palmerston North are locally based.

Palmerston North organisations, local and external providing services

Service type	Organisations providing service
Addiction	3
Children	6
Creative	2
Disabilities	4
Domestic violence	3
Education	10
Employment support	4
Environment	2
Family	7
Financial	3
Food	4
Friendship	7
Health	8
History	2
Housing	2
Interpreting	1
Iwi	0
Legal support	1
Men	2
Mental health	2
Migrant	3
Organisation support	3
Parenting	3
Refugees	4
Seniors	6
Spiritual	1
Sport	3
Volunteers	8
Women	5
Youth	5

Table 4: Palmerston North services and number of organisations providing those services.

Service types with no associated organisations
Iwi.
Service types with one associated organisation
Interpreting / translation, legal support, and spiritual.
Service types with two associated organisations
Creative, environment, history, housing, men / tāne, and mental health.

B4 Tararua

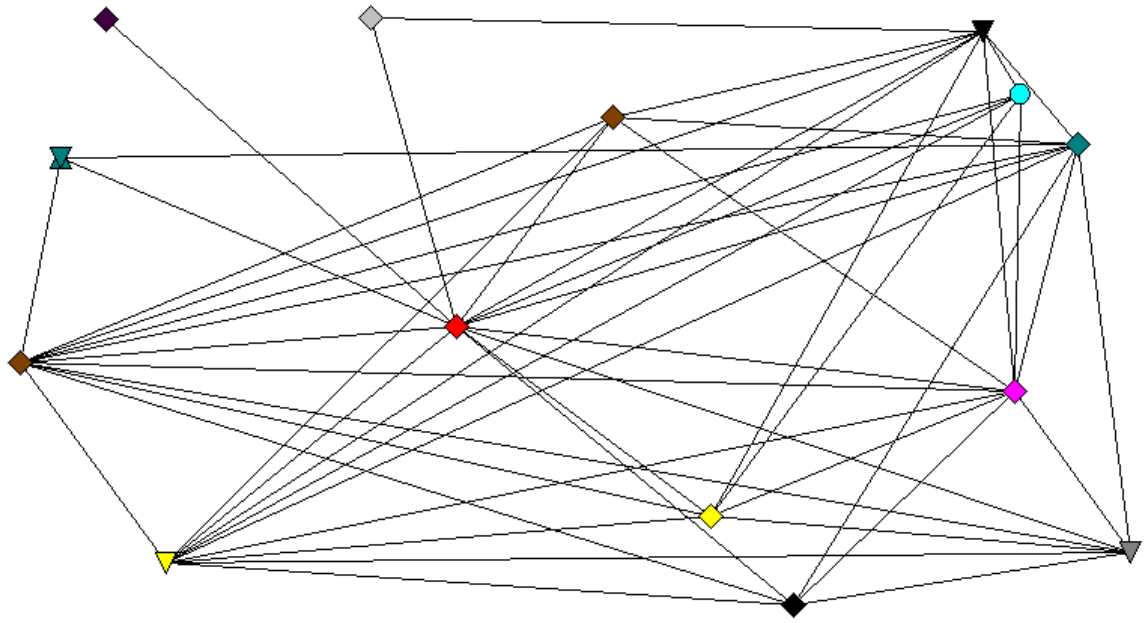


Figure 24: Tararua network map.

Organisations with no service overlaps
None.
Organisations with one service overlap
Domestic violence.
Organisations with two to four service overlaps
Housing and brain health.

The other organisations have more than four potential connections, indicating a wider range of services and more potential overlap with other organisations.

Insufficient local responses to develop local organisations as distinct from a broad overview.

Tararua organisations, local and external providing services

Service type	Organisations providing service
Addiction	1
Children	5
Creative	2
Disabilities	4
Domestic violence	2
Education	7
Employment support	4
Environment	2
Family	6
Financial	2
Food	1
Friendship	6
Health	4
History	1
Housing	3
Interpreting	1
Iwi	0
Legal support	1
Men	5
Mental health	1
Migrant	1
Organisation support	1
Parenting	3
Refugees	2
Seniors	4
Spiritual	0
Sport	3
Volunteers	5
Women	2
Youth	3

Table 5: Tararua services and number of organisations providing those services.

Service types with no associated organisations
Iwi and spiritual.
Service types with one associated organisation
Addiction, food, history, interpreting / translation, legal support, mental health, migrant, and organisation support.
Service types with two associated organisations
Creative, domestic violence, financial / budgeting, refugees, and women / wāhine.

Appendix C – Summaries

C1 Overall

Phase one of STOR gathered data via a survey in Horowhenua, Manawatū, Palmerston North, and Tararua. This report is to highlight gaps and overlaps as perceived by 39 organisations and 101 individuals, alongside collaboration, impact, outcomes, and valued impacts.

Collaboration

For surveyed organisations, collaboration meant working towards a shared goal. Collaboration occurred primarily through shared spaces and projects, supported with formal referral pathways. Information sharing and joint funding applications occurred less frequently. Tararua and Horowhenua have relatively more collaboration and more intense connections, while Palmerston North has reduced collaboration for all activities.

Barriers to collaboration had different themes across each region. Horowhenua organisations indicated siloed work and trust issues, Manawatū and Palmerston North found a lack of awareness, and Tararua emphasised geographical distances. Opportunities to improve involve developing capacity and having the opportunity to identify potential partners.

Impact and Outcomes

Impact and outcomes definitions and measurements blur for organisations. This arose from a need to proxy impact with measurable data determined by funding contracts, and some uncertainty regarding the distinction. Tararua and Horowhenua organisations were more likely to emphasise long-term positive change for communities but were also more likely to have vague responses. Those in Palmerston North organisations had a greater reliance on measurable outcomes.

C2 Horowhenua

Theme of distance between centres as a barrier to collaboration and accessing services.

Barriers to Access

Individual rankings

1) Awareness
2) Eligibility
3) Cost
4) Cultural barriers
5) Language / Transport / Digital

Organisation rankings

1) Transport
2) Awareness
3) Opening hours
4) Cost
5) Cultural barriers

Gaps

Individual perceptions

- Specialist health services,
- public transport,
- mental health support,
- friendship & connection,
- shopping opportunities,
- affordable housing.

Organisation perceptions

- Specialist health services,
- mental health support,
- affordable housing,
- legal advice & advocacy,
- transport,
- creative spaces.

Well-represented

Individual perceptions

- None,
- access to food,
- library & council services,
- cultural services,
- older person care services.

Organisation perceptions

- None,
- sports opportunities for youth,
- food banks,
- young child support services,
- library & council services.

Community Values

Individual rankings

1) Quality of life improvements
2) Public health and wellbeing
3) Economic development
4) Cultural development
5) Environment

Organisation rankings

1) Quality of life improvements
2) Public health and wellbeing
3) Community safety
4) Social Justice / Environment
5) Cultural development

C3 Manawatū

Theme of transport as s significant barrier to access services. Awareness of organisations as a barrier to collaboration.

Barriers to Access

Individual rankings

1) Cost
2) Transport
3) Awareness
4) Eligibility criteria
5) Cultural barriers

Organisation rankings

1) Awareness
2) Transport
3) Opening hours
4) Language
5) Cost / Cultural barriers

Gaps

Individual perceptions

- Specialist health services,
- public transport,
- affordable housing,
- mental health support,
- youth activities & services,
- access to food.

Organisation perceptions

- Mental health support
- specialist health services,
- transport,
- neuro-diverse & rainbow support,
- youth sport supporting services,
- affordable childcare.

Well-represented

Individual perceptions

- None,
- library & council services,
- some bus services,
- volunteering opportunities,
- alcohol shops.

Organisation perceptions

- None,
- Manchester House,
- op-shops,
- library & council services,
- young child support services.

Community Values

Individual rankings

1) Quality of life / Public health
2) Cultural development
3) Social justice
4) Community safety / Environment
5) Economic development

Organisation rankings

1) Quality of life improvements
2) Public health and wellbeing
3) Social justice
4) Community safety
5) Environment

C4 Palmerston North

Theme of a lack of awareness of organisations limiting access and collaborative activities.

Barriers to Access

Individual rankings

1) Cost
2) Awareness
3) Eligibility criteria
4) Transport
5) Cultural / Language barriers

Organisation rankings

1) Awareness
2) Transport
3) Language barriers
4) Opening hours
5) Cost / Digital access

Gaps

Individual perceptions

- Specialist health services,
- affordable housing,
- mental health support,
- youth activities & services,
- friendship & connection,
- suburban centres.

Organisation perceptions

- Mental health support
- specialist health services,
- neighbourhood connection,
- neuro-diverse & rainbow support,
- specialist counselling,
- digital literacy support.

Well-represented

Individual perceptions

- None,
- Hancock Community House,
- public transport,
- library & council services,
- Meals on Wheels & food security.

Organisation perceptions

- None,
- Hancock Community House,
- library & council services,
- budgeting services,
- young child support services.

Community Values

Individual rankings

1) Quality of life improvements
2) Public health and wellbeing
3) Community safety
4) Cultural development
5) Economic development

Organisation rankings

1) Quality of life improvements
2) Public health and wellbeing
3) Community safety / Social justice
4) Cultural development
5) Economic development

C5 Tararua

Theme of disconnect of rural and urban, with feelings of shame harming willingness for individuals to engage with services.

Barriers to Access

Individual rankings

1) Awareness
2) Cost / Transport
3) Digital access
4) Cultural barriers
5) Eligibility criteria

Organisation rankings

1) Transport
2) Awareness
3) Language barriers
4) Cost
5) Cultural / Opening / Digital

Gaps

Individual perceptions

- Specialist health services,
- mental health support,
- access to food,
- public transport,
- friendship and connection,
- education and training.

Organisation perceptions

- Specialist health services,
- mental health support,
- transport options,
- child-centric support services,
- neuro-diverse support,
- addiction counselling.

Well-represented

Individual perceptions

- None,
- Tararua REAP,
- government ministries,
- library and council services,
- cultural services.

Organisation perceptions

- None,
- schools,
- child health services,
- library events,
- basic counselling.

Community Values

Individual rankings

1) Public health and wellbeing
2) Quality of life improvements
3) Economic development
4) Cultural / Safety
5) Environment

Organisation rankings

1) Quality of life improvements
2) Public health and wellbeing
3) Community safety / Social justice
4) Cultural development
5) Environment

“The Oily Rag Continues to Stretch - How to Get Involved!”

Working Together to Strengthen Our Communities

The **Stretching the Oily Rag (STOR): Best Community Impact through Collaboration project** was established by community organisations including **Whatunga Tūao Volunteer Central** to help better understand and respond to the challenges of maintaining effective, accessible, and sustainable community services across **Horowhenua, Manawatū, Palmerston North, and Tararua.** Through engagement with community organisations and community members, Phase 1 explored ***strengths, challenges, barriers, and opportunities*** experienced across the regions. This culminated in the completion of the **STOR Phase 1 Research Report.**

What We Learned

The Phase 1 Report highlighted many positive examples of organisations working to support their communities. It also identified several themes:

- **Stronger collaboration between community organisations could improve communication, coordination, knowledge sharing, resource use, and foster stronger connections across regions.**

- **Community organisations would benefit from a shared understanding of community outcomes, impact, and approaches to measuring meaningful change over time.**

- **Community members, particularly in smaller towns and rural areas, face barriers to accessing services, including awareness, eligibility, transport, and accessibility challenges.**

- **Gaps in specialist services, particularly mental and physical health support, were frequently identified, with quality of life, public health, and wellbeing emerging as key priorities.**

The findings reinforce the importance of **listening to our communities, strengthening collaboration, and supporting community-led initiatives** to improve wellbeing across the region.

What Happens Next? The Way Forward

Phase 2 of the Stretching the Oily Rag (STOR) project will build on these findings by delivering:

- **Open community consultation sessions** to ensure local voices are heard by drawing on the lived experiences of community's. These sessions will enable communities to identify gaps, priorities, and opportunities, and shape **community-led solutions** that reflect local needs.

- **Regional workshops** to strengthen understanding and practices supporting **collaboration** between community organisations and build capability in understanding, measuring, and communicating community **outcomes** and **impact**.

Get Involved!

This project is driven by the community, and your voice matters.

If you live, work, volunteer, or provide community social services in **Horowhenua, Manawatū, Palmerston North, or Tararua**, we would love to hear from you! If you would like to participate in an upcoming **open community consultation session** or simply learn more about the project, please contact us at: stretchingtheoilyrag@volunteercentral.nz

Together, we can strengthen connections, empower local voices, and build stronger, more connected communities across our region.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 20 October 2026

Age Concern New Zealand Palmerston North & Districts Charitable Trust Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Age Concern New Zealand Palmerston North & Districts Charitable Trust accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between Age Concern New Zealand Palmerston North & Districts Charitable Trust and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Age Concern New Zealand Palmerston North & Districts Charitable Trust accountability summary for the period 01 July 2025 to 30 June 2026
2. Accepts that Age Concern New Zealand Palmerston North & Districts Charitable Trust has **partially met** its service delivery outcomes and **fully met** its reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Age Concern New Zealand Palmerston North & Districts Charitable Trust
Reporting period	1st July 2025 to 30th June 2026
Council investment	$10,000 (excl gst) per annum
Return on investment	**Funded Activity:** to deliver health promotion and social connection programmes in the Manawatū District including steady as you go exercise classes, education workshops and the visiting service for older people. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged. Wairua-Spiritual Wellbeing- We are connected and inclusive. Hinengaro-Cognitive Wellbeing-We are lifelong learners
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25, 2019-2022

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Steady as you Go exercise classes delivered per annum (based on 4 classes per week held in Feilding, Rongotea, Halcombe and Himatangi Beach). Target- 160 2. Total number of participants at Steady as You Go exercise classes per week (20 per class). Target- 70 3. Number of Kaumatua Kapa Haka sessions delivered per annum (held fortnightly). Target-20 4. Number participants attending each Kaumatua Kapa Haka per week. Target-20 5. Number Kai and Korero Sessions each year. Target- 40 6. Number Participants at Kai and Korero per week. Target-20 7. Number clients supported in the Visiting Service- 15 8. Total number of visits made to clients in Visiting Service each year. Target- 540 9. Total number of Staying Safe refresher driving workshops run per year. Target-2 2.2 Total number of individuals attending Staying Safe per year. Target
Status	Exceeded (Target 5, 6, 10) Met (Target 9) Not Met (Target 1,2,3,4, 7 8)
Performance Summary:	
A total of 125 Steady As You Go (SAYGO) classes were held in the district over the contract year. The organisation is currently working with Manawatū Community Trust to establish a new class there. These classes had a total number of 60 unique participants. Kai and Korero sessions in Halcombe include SAYGO as part of the session. These sessions are well attended but have developed into a hybrid event several hours long that sometimes includes the Kapa Haka. This is supported and advertised by Age Concern Palmerston North (ACPN), but it is a partnership and not a distinct ACPN event. Attendance for these sessions is not recorded by ACPN through the report. 12 clients were supported via the visiting service with around 357 visits made to these individuals per annum. This figure is calculated as a proportion of ACPN's total regional Visiting Service numbers Manawatū clients are roughly 20% of Visiting Service clients. Two Staying Safe refresher driving workshops were run in Feilding and Rongotea with 52 people in attendance.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target -50 Number of clients satisfied or highly satisfied or satisfied with the programme/service they received. Target -40
Status	Exceeded
Performance Summary:	
204 people responded to the client satisfaction question in the survey, 191 of these being highly satisfied or satisfied with the programme/service they received. These numbers reflect responses for the Staying Safe refresher course participants from Manawatū ONLY, but SAYGO and Visiting Service responses overall from Palmerston North and Districts. These could not be separated from district numbers.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- Our people have learning opportunities that enhance their life choices. Target for answering the 'learning opportunities' question on the survey-20. Target for strongly agreeing or agreeing that the project/event has enabled them to make positive life choices-15
Status	Exceeded
Performance Summary:	
158 people responded to the 'learning opportunities' question in the survey and 158 strongly agreed or agreed that the project/event has enabled them to make positive life choices. 97% of the Staying Safe refresher driving course participants said the course was useful and 91% said it improved their confidence to drive and/or make decisions about continued driving. 94% of SAYGO participants reported improvement in their strength and balance.	

Outcome 4	Is anyone better off? Wairua – spiritual Wellbeing – We are connected and inclusive- We value who we are and where we have come from. Target for answering the 'value where we come from' question on the survey-20. Target for strongly agreeing or agreeing that the project/event has celebrated the districts history and diversity- 15.
Status	Exceeded and Not Met
Performance Summary:	
23 people responded to the 'value where we come from' question with 0 responding to the strongly agree or disagree aspect, as this part of the question was deemed not relevant. ACPN asks its Visiting Service clients if they feel less lonely, and whether their visitor understands and respects their cultural background. Almost all the clients who we interviewed (20 of 23, or 87%) responded positively when asked about feeling less lonely. All the clients we interviewed said they felt their visitor understood or respected their culture.	

Outcome 5	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whanau and communities better. Target for answering the 'work together'' question on the survey-20. Target for strongly agreeing or agreeing that the project/event has supported whanau and communities to achieve their aspirations-15
Status	Not met.
Performance Summary:	
Responses to this question were intended from Visiting Service clients, but it was not found to be relevant. However, 129 SAYGO clients were surveyed with 94% of them noting that they feel that their overall sense of social connection had improved.	

2.3 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

The Annual Performance Report notes an operating surplus of $52,197

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides confidence in its ability to continue delivering the contracted services. Steady involvement and uptake for programmes and initiatives, intent to expand work in the district (see 3.3) and a reported operating surplus support this assessment. Continued reliance on external funding means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 Evaluations undertaken for each of ACPN's programmes are determined by the main funder for each of those programmes. Age Concern New Zealand manages nationally funded programmes for Staying Safe (NZTA), the Steady as You Go and the Visiting Service (Te Whatu Ora). ACPN is unable to do bespoke evaluations for each programme on top of those requirements, which is why responses match the intent of the metric with what we ask in our evaluation. Evaluations for the Visiting Service involve a half-hour or so interview to work through the form.

3.3 ACPN continues to work in partnership with other organisations where possible. The organisation is currently investigating a SAYGO class at Manawatū Community Trust, and the possibility of their Social Connector working from a Feilding organisation one day a fortnight.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 20 October 2026

Youthline Central North Island Inc Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Youthline Central North Island Inc accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the Youthline Central North Island Inc and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Youthline Central North Island Inc accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Youthline Central North Island Inc **has not met** service delivery outcomes **but has met** its reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Youthline Central North Island Inc
Reporting period	1st July 2025 to 30th June 2026
Council investment	$10,000 (excl GST) per annum
Return on investment	**Funded Activities:** Youth Counselling, Mentoring and Mental Health Wellbeing Programmes for district residents. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged Wairua-Spiritual Wellbeing- We are connected and inclusive Hinengaro-Cognitive Wellbeing-We are lifelong learners
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of clients who received counselling sessions. Target- 12 2. Number of Counselling sessions provided. Target- 100 3. Number of clients received peer 2 peer mentoring. Target- 25 4. Number of mentoring sessions provided. Target- 150 5. Number of clients who attended programmes provided. Target-120 6. Numbers of 10-week programmes provided. Target- 12
Status	Not Met
Performance Summary:	
Please note that these statistics are district specific. 10 people received counselling sessions with 55 counselling sessions provided. 23 clients received peer to peer mentoring with 116 sessions provided. 43 clients attended programmes and 5 programmes in total were provided. Programmes run in the district within the 12 month period included a friendship group, a girls group, and anxiety group, an identity group and 'Vibe Tribe'. Mentoring feedback was positive with positive comments from young people such as '(I) enjoyed being able to be honest about everything and not feeling like it's the 'wrong' thing to have said to someone'… being able to be completely open and vulnerable with myself and feeling like it is a safe place to be able to do so'.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target-147 Number of clients satisfied or highly satisfied or satisfied with the programme/service they received- Target -140
Status	Not met
Performance Summary:	
85 people responded to the client satisfaction question in the survey, with 82 of them noting that they were highly satisfied or satisfied with the programme/service they received. This represents a high level of reporting satisfaction.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- Our people have learning opportunities that enhance their life choices. Target for answering the 'learning opportunities' question on the survey- 138 Target for strongly agreeing or agreeing that the project/event has enabled them to make positive life choices- 133
Status	Not met
Performance Summary:	
85 people responded to the ‘'learning opportunities'’ question on the survey and of these 78 strongly agreed or agreed that the project/event has enabled them to make positive life choices. At the 6 month reporting stage the organisation noted that across programmes, counselling, and mentoring, they had seen a shift toward increased confidence, healthier communication, and improved emotional wellbeing. These changes were enhancing people’s life choices by giving them the tools to navigate stress, build stronger relationships, explore new opportunities, and make decisions that support their long-term wellbeing.	

Outcome 2	Is anyone better off? Wairua – spiritual Wellbeing – We are connected and inclusive- everyone has a sense of belonging and are proud of where they live. Target for answering the 'sense of belonging' question on the survey-137 Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a connected community- 130
Status	Not met
Performance Summary:	
85 people responded to the 'sense of belonging' question and of these 59 strongly agreed or agreed that that the project/event has positively contributed to creating a connected community. At the 6 month reporting stage the organisation documented how youth attendees learn about connections between two or more people, and how everyone has a part to play in belonging within the programmes they attend the greater community, and that they can be proud of where they live. They learn that relationships can take many forms, including friendships, family relationships, romantic relationships, and connections with teachers or mentors and their greater community.	

Outcome 3	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our families and communities better. Target for answering the 'work together' question on the survey- 120 Target for strongly agreeing or agreeing that the project/event has supported whānau and communities to achieve their aspirations- 118
Status	Exceeded
Performance Summary:	
85 people responded to the 'work together' question and of these 52 strongly agreed or agreed that the project/event has supported whānau and communities to achieve their aspirations. The organisation noted that youth were unsure how to answer this question, and it will be reframed going forward.	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

The Annual Performance Report notes a small operating surplus of $55,562.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisaton's reported performance provides reasonable confidence in its ability to continue delivering the contracted services. Positive feedback from participants and a reported operating surplus support this assessment. Not all reporting measures are met and a rationale for this is detailed in points 3.2 and 3.3 below. Continued reliance on external funding means that financial sustainability and as a result capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 Youthline has undergone changes this year that have impacted their ability to meet performance measures. The biggest contributing factor has been staff turnover across both team leader and youth worker roles which has had a direct impact on capacity to deliver mentoring and programmes consistently. The organisation is continuing to rebuild capacity and strengthen both its delivery model and staff numbers.

3.3 The organisation has also had to increase their flexibility with how they deliver programmes in schools. Changes to curriculum delivery and competing demands on school timetables have made the traditional 10-week format of their programmes harder to accommodate for teachers.

3.4 Despite not having met service delivery outcomes, Council Officers recommend that the contract continues for its duration of its term. Council Officers are working with Youthline staff to ensure that agreed measures are realistic and achievable. The organisation provides valuable services for youth in the district, and feedback indicates that there are clear benefits for youth.

4 Next Steps Te Kokenga

4.1 The next six-monthly accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 19 October 2026

St John Feilding Area Committee Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the St John Feilding Area Committee accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the St John Feilding Area Committee and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the St John Feilding Area Committee accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that St John Feilding Area Committee **has partially met** its service delivery outcomes and **has partially met** its reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	St John Feilding Area Committee
Reporting period	1st July 2025 to 30th June 2026
Council investment	$10,000 (excl GST) per annum
Return on investment	**Funded activity:** community transport- the provision of the Waka Ora Health Shuttle in Feilding. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged Hinengaro-Cognitive Wellbeing-We are lifelong learners Tinana-Physical Wellbeing- We prepare for tomorrow today Wairua- Spiritual Wellbeing- We are Connected and Inclusive
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of trips. Target- 6350 2. Number of volunteers- Target-28 3. Number of clients- Target- 650
Status	Exceeded (target 3) Met (target 2) Not Met (target 1)
Performance Summary:	
There were 5763 trips recorded in the contract period. A new booking system was implemented in December 2025 which impacted projected numbers. Weather events and a Christmas closedown both impact the service. A volunteer pool of 26-28 volunteers has been maintained throughout the year with people resigning and joining throughout the year. There was a total of 834 unique passengers transported.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target- 130 Number of clients satisfied or highly satisfied. Target - 104
Status	Not Met
Performance Summary:	
Of the 103 people who responded to the client satisfaction question, 103 were either highly satisfied or satisfied with the programme/service they received. Not meeting this target is partially due to a change in booking system and also over projection. The majority of surveys are completed by phone call.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- We encourage people to shape their future. Target for answering the 'shape our future' question on the survey-22 Target for strongly agreeing or agreeing that the project/event has enabled them to increase their knowledge by learning new skills. 19
Status	Exceeded
Performance Summary:	
Of the 38 people who answered the ‘shape our future’ question in the survey 38 strongly agreed or agreed that the project/event has enabled them to increase their knowledge by learning new skills. Please note there are 26-28 volunteers, and this answer is cumulative as volunteers were surveyed at both the six and 12 month stage.	

Outcome 2	Is anyone better off? Wairua – spiritual Wellbeing – We are connected and inclusive- everyone has a sense of belonging and is proud of where they live. Target for answering the 'sense of belonging' question on the survey-130 Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a connected community- 104
Status	Not met
Performance Summary:	
Of the 103 people who answered the 'sense of belonging' question in the survey 102 strongly agreed or agreed that the project/event has positively contributed to creating a connected community. Volunteers and passengers are proud to be connected to Feilding through Hato Hone St John Waka Ora Health Shuttle. The service also provides people from Halcombe, Colyton, Awahuri, Ashhurst and Palmerston North connection with Feilding due to our wider service delivery area. In the 12 month survey 41/41 people surveyed strongly agreed that the service positively contributes toward creating a connected community, making it easier to access people, places and services that are important for their health and wellbeing.	

Outcome 2	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today. Target for answering the 'feel safe'' question on the survey-130 Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a safer community-101
Status	Not Met
Performance Summary:	
Of the 103 people who answered the 'feel safe' question in the survey 101 strongly agreed or agreed that the project/event has positively contributed to creating a safer community. As a brand and local service Hato Hone St John are always focused on providing safe transport to and for the community. This is expected by services users / passengers. In the 12 month survey 41/41 people surveyed strongly agreed that the service positively contributes towards making you, your whanau, and our wider community feel safer and more supported.	

Outcome 3	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whānau and communities better. Target for answering the 'work together' question on the survey-130 Target for strongly agreeing or agreeing that the project/event has supported whānau and communities to meet their aspirations- 104
Status	Not Met
Performance Summary:	
Of the 103 people who answered the 'work together' question in the survey 103 strongly agreed or agreed that the project/event has supported whānau and communities to meet their aspirations. Engagement with local iwi through working with Nga Kaitiaki o Kauwhata has increased service awareness, and support for the service, as have drop-in clinics every 6 weeks at Te Āruhu Mōwai to raise awareness about Hato hone St John activities.	

2.2 All contractual reporting stipulations have been adhered to (the submission of 6 and 12 monthly reporting) but financial stipulations have not yet been met. The provision of financial accounts that identify Manawatū District Council as a funder are still pending, due to auditing and finalisation processes taking place. The accounts and Performance Report will likely be available by the date of this meeting.

2.3 An income and expenditure report until June 2026 specifically for the Feilding Area Committee notes a surplus of $42,923.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides confidence in its ability to continue delivering the contracted services. Good user numbers, ongoing, stable volunteer involvement and a reported operating surplus support this assessment. Continued reliance on volunteers and external funding means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 The new booking system 'Hapori' was first rolled out in Feilding. The system was new and developed for Health Shuttle bookings and coordination nationally within the organisation. Feilding was the first of 63 services across Aotearoa, to use and work toward embedding the system and the first service to roll out the volunteer portal.

3.3 Recent survey comments were positive. Users comment that without the service they wouldn't be able to keep health appointments and stay well, that the service makes a difference to their life and that they can manage themselves without relying on others.

4 Next Steps Te Kokenga

4.1 The next six-monthly accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 20 October 2026

Te Manawa Family Services Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Te Manawa Family Services accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between the Te Manawa Family Services and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Te Manawa Family Services Trust accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Te Manawa Family Services has **not met** its service delivery outcomes **but has satisfactorily** met its reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12 month accountability summary for the 2025-28 contract period.

Organisation	Te Manawa Family Services
Reporting period	1st July 2025 to 30th June 2026
Council investment	$30,000 (excl GST) per annum
Return on investment	**Funded Activity:** the delivery of Parent Connect and Kids Connect programmes in Feilding including family therapy sessions. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged Hinengaro-Cognitive Wellbeing-We are lifelong learners Tinana-Physical Wellbeing- We prepare for tomorrow today
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25, 2019-22

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Parenting Programmes Delivered in Feilding. Target-4 2. Number of child groups delivered in Feilding- 4 3. Number of families attending family therapy sessions in Feilding- 10 4. Number of family therapy sessions delivered in Feilding-50
Status	Exceeded (Targets 3 and 4) Not met (Targets 1 and 2)
Performance Summary:	
Only one parenting programme was delivered in Feilding and no child groups were delivered in Feilding. 18 families attending family therapy sessions in Feilding, and 50 family therapy sessions delivered in Feilding. No child groups were delivered as a result of timing issues. Ths running of this group relies on having a minimum number of families ready to start at the same time and attend for the duration of the programme. Many families were unable to commit to this. The needs of the families were still met by providing individual support in place of the group programmes.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target- 30. Number of clients satisfied or highly satisfied with the programme/service they received. Target -30.
Status	Not met.
Performance Summary:	
22 people responded to the client satisfaction question in the survey, with 21 of them noting that they were highly satisfied or satisfied with the programme/service they received.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- Our people have learning opportunities that enhance their life choices. Target for answering the 'learning opportunities' question on the survey-30 Target for strongly agreeing or agreeing that the project/event has enabled them to make positive life choices-30
Status	Not met
Performance Summary:	
22 people responded to the 'learning opportunities' question on the survey and of these 22 strongly agreed or agreed that the project/event has enabled them to make positive life choices. The organisation works in collaboration with whānau to explore their thinking around violence and safety within the family dynamic and develop new skills to support positive behavioural change.	

Outcome 4	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today- Our people and communities feel safe. Target for answering the 'feel safe'' question on the survey-30 Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a safer community-30
Status	Not met.
Performance Summary:	
22 people responded to the 'feel safe' question on the survey and of these 22 strongly agreed or agreed that the project/event has positively contributed to creating a safer community. Feedback from families continues to evidence a decrease in violence within whanau following engagement with our programme.	

Outcome 5	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our families and communities better. Target for answering the 'work together' question on the survey-30 Target for strongly agreeing or agreeing that the project/event has supported whānau and communities to achieve their aspirations-30
Status	Not Met
Performance Summary:	
22 people responded to the 'work together' question on the survey and of these 20 strongly agreed or agreed that the project/event has supported whānau and communities to achieve their aspirations The organisation continues to engage with families and support them to work collaboratively towards their goals of improved safety, connection and teamwork.	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

2.3 The Annual Performance Report notes an operating deficit of ($155,080) for the financial year. The financial deficit has occurred largely as a result of increasing overhead expenses, a reduction in financial support received from non-government grants and no/little increase in government contract funding. Te Manawa has continued to deliver the same services and not turn clients away. Work is being done to streamline staff capacity and hours and minimise recruitment costs. External advice is being sought to help the organisation better promote their work to attract the right level of community/philanthropic funding to support the critical services they deliver. Regular feedback is given to Government Contract Managers to highlight the gap between the community need and government funding for contracts.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance raises questions in its ability to continue delivering the contracted services. Due to the current cost of living challenges that programme participants face, there has been a significant reduction in parenting and child programmes delivered. However, the number of families attending therapy sessions and the number of sessions facilitated has exceeded contracted targets. The organisation has minimal reliance on volunteers, and experienced qualified staff who deliver services. Financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 The organisation has a recent change of manager with Tracey Bullock taking this role, replacing Kyley Davies.

3.3 Outcomes and targets have been monitored by Council Officers since the six month reporting period for 2025-26. A meeting with then manager of the time Kyley Davies indicated that as a result of cost of living challenges people are choosing to engage less in the programme based

therapeutic model that Te Manawa purports and which the contract with Council pertains to. This also extends to their Palmerston North based programmes. This is a trend that the organisation has indicated is extending into this financial year. In response to this Te Manawa's whanau connect team have been working hard with Feilding based schools to remind whānau that they have services available to support them; including trialling "information/brief intervention sessions" to give families a "taster" of what they do.

3.4 Despite not having met service delivery outcomes, Council Officers recommend that the contract continues for its duration of its term.

3.5 Despite not having met service delivery outcomes, Council Officers recommend that the contract continues for its duration of its term. As a long-term service provider in the district there is confidence in the organisations ability to pivot, and to engage with its target client base.

4 Next Steps Te Kokenga

4.1 The next six-monthly accountability for year two of the contract is due in February 2027. Outcomes for the first 6 months of year two of the contract will be closely monitored by Council Officers.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 16 October 2026

Plant to Plate Aotearoa Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Plant to Plate Aotearoa accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between Plant to Plate Aotearoa and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Plant to Plate Aotearoa accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Plant to Plate Aotearoa has **not met** its service delivery outcomes but **has satisfactorily** met its reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12-month accountability summary for the 2025-28 contract period.

Organisation	Plant to Plate Aotearoa
Reporting period	1st July 2025 to 30th June 2026
Council investment	$5000 (incl GST) per annum
Return on investment	**Funded activity:** delivery of the Plant to Plate programme in primary schools throughout the Manawatū District. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged. Hinengaro-Cognitive Wellbeing-We are lifelong learners. Tinana-Physical Wellbeing- We prepare for tomorrow today
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2019-2023 2022-2025

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Programmes delivered in schools. Target-20 2. Number of Children that attend a session- Target-430. 3. Number of mara kai/gardens established and maintained. Target-60 4. Number of volunteers. Target- 95 5. Number of volunteer hours. Target- 470
Status	Exceeded (Targets 2 and 3) Not met (targets 1, 4 and 5)
Performance Summary:	
18 programmes were delivered is schools over the 12 month period, with 459 children attending sessions. There was an average of 26 children per session. 61 garden beds were maintained or established with an average of 4-5 per school. There were 81 volunteers involved in total with an average of 5 volunteers per session. Each volunteer averaged about 5 hours per session. This totalled 427 ours.	

Outcome 2	How well? Number of clients who answered the client satisfaction question. Target- 120 Number of clients satisfied or highly satisfied with programme/service they received. Target -120
Status	Not Met.
Performance Summary:	
55 people responded to client satisfaction question in the survey with 55 being highly satisfied or satisfied with the programme they received. N.B Not all students attending sessions are asked for feedback. 4-5 students are asked to represent each attending class by completing a survey. The estimated targets for the contract are intended to reflect the number of students positively impacted by the programme rather than the numbers surveyed. Feedback from this smaller cohort helps Plant to Plate understand the impact on students and their overall experience of the programme. Surveying students individually would be a substantial undertaking within the current session structure.	

Outcome 3	Is anyone better off? Hinengaro – Cognitive Wellbeing – We are lifelong learners- Our people share their skills and experience with others. Target for answering the 'skills share' question on the survey-120. Target for strongly agreeing or agreeing that the project/event has enabled them to share their skills and experience with others-120
Status	Not met

Performance Summary:

58 people responded to the 'skills share' question on the survey and 58 strongly agreed or agreed that the project/event has enabled them to share their skills and experience with others. As per the note in Outcome 2, not everyone who attended a session was asked for feedback. 4-5 students are asked to represent each attending class.

Many of the volunteers bring years of experience, knowledge and practical skills that they generously share with and impart to inspire tamariki. Through cooking and gardening programmes, volunteers have the opportunity to pass on their knowledge, encourage curiosity and support tamariki to learn new skills. This creates a valuable exchange of knowledge between generations and helps foster a love of lifelong learning.

Outcome 4	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today- We are guardians (kaittiakitanga) of the natural environment. Target for answering the 'guardians'' question on the survey-120. Target for strongly agreeing or agreeing that the project/event has contributed to improving and/or protecting the natural environment creating a safer community- 120.
Status	Not met
Performance Summary:	
58 people responded to the 'guardians' question on the survey and 58 strongly agreed or agreed that the project/event has contributed to improving and/or protecting the natural environment. As per the note in Outcome 2, not everyone who attended a session was asked for feedback. 4-5 students are asked to represent each attending class. Evidence of this shift includes increased sustainable practices (growing food, reducing waste, composting), greater awareness of environmental impact, and tamariki taking action to care for and protect their local environment. The organisation champions and educates children in being good stewards of the environment, to reduce waste, and to be aware of our impact on mother nature.	

Outcome 5	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whānau and communities better. Target for answering the 'work together' question on the survey- 120. Target for strongly agreeing or agreeing that the project/event supported whānau and communities to achieve their aspirations. -120
Status	Not met
Performance Summary:	
58 people responded to the 'work together' question on the survey and 58 strongly agreed or agreed that the project/event supported whānau and communities to achieve their aspirations. As per the note in Outcome 2, not everyone who attended a session was asked for feedback. 4-5 students are asked to represent each attending class. The organisation has continued to strengthen collaboration between volunteers, schools and wider whānau. Through gardening and cooking sessions, they have created opportunities for tamariki and their whānau to connect, contribute and share in positive experiences. Increased engagement and ongoing support from school communities demonstrates continued commitment to working together to build stronger, healthier communities.	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

The Annual Performance Report notes an operating deficit of $19,747 for the 2025/26 financial year. The organisation still has remaining capital of $19,767.

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides a reasonable level of confidence in its ability to continue delivering the contracted services. Targets have not been met due to a reduction in volunteers and changes in the methodology used for collecting feedback. Strong school numbers, high student engagement and ongoing volunteer support this assessment. Continued reliance on volunteers, a financial deficit for 2025/26 and external funding means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 Despite not having met service delivery outcomes, Council Officers recommend that the contract continues for its duration of its term. Not meeting service delivery outcomes is due to survey methodology of 4-5 students per class rather than surveying whole classes. The organisation has a broad district reach for its programme, and consistently good feedback for its programmes.

3.3 The organisation worked with nine schools in total within the District. These being Colyton School, Glen Oroua School, Hiwinui School, Kiwitea School, Mount Biggs School, Newbury School, North Street School, Sanson School and Manchester Street School.

3.4 The organisation will be looking to widen its volunteer base over the next year and continue to build relationships and network with organisations and individuals in the education, food sustainability and gardening sectors across the Manawatū. This will help increase visibility, share knowledge and create new opportunities for collaboration and support.

3.5 At its recent AGM the organisation discussed a plan to explore further funding options with different philanthropic funders in order to address solvency.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 19 October 2026

Neighbourhood Support Manawatū Accountability Summary

Purpose Te Aronga o te Pūrongo

To present the Neighbourhood Support Manawatū accountability summary for the period of 1st July 2025 to 30th June 2026 as required under the Priority Services Contract between Neighbourhood Support Manawatū and Manawatū District Council.

Recommendations Ngā Tūtohinga

That the Committee:

1. Receives the Neighbourhood Support Manawatū accountability summary for the period 01 July 2025 to 30 June 2026.
2. Accepts that Neighbourhood Support Manawatū has **satisfactorily met** its service delivery outcomes and reporting obligations for the period 01 July 2025 to 30 June 2026.

Report prepared by:
Helen King
Grants Connector

Approved for submission by:
Lyn Daly
GM Community

1 Contract at a Glance Hei Whakarāpopoto i te Kirimana

1.1 The information below provides an overview of Council's relationship with the organisation, including the current agreement, Council investment, reporting requirements and strategic context.

1.2 This is the first 12-month accountability summary for the 2025-28 contract period.

Organisation	Neighbourhood Support Manawatū (NSM)
Reporting period	1st July 2025 to 30th June 2026
Council investment	$25,000 (excl GST) per annum
Return on investment	**Funded Activities:** Community safety and emergency preparedness through strong membership, active neighbourhood street groups, and effective collaboration with Council and other external safety and emergency preparedness providers. This Priority Services contract was approved through Council's funding process because the application met the fund's criteria and demonstrated that the service would deliver meaningful community benefit, respond to community needs and align with Council's strategies and outcomes. The funding recognises the importance of continuity of service and the organisation's capability to deliver it. Council's expected return on investment is the community benefit generated through this delivery, with progress assessed through reporting against agreed contract outcomes.
Reporting requirement	6 months and 12 months for each contract year.
Strategic fit	Contributes to the following Community Development Priorities: Whanau-Social Wellbeing-We are actively engaged. Wairua-Spiritual Wellbeing- We are connected and inclusive Tinana-Physical Wellbeing- We prepare for tomorrow today
Contract period and history	Current Priority Services Contract: 2025-2028 Previous Priority Services Contracts: 2022-25, 2019-22

2 Performance Against Agreed Outcomes Te Whakataurite i ngā Hua ki ngā Putanga i Whakaetia

2.1 Performance against the agreed outcomes for the reporting period is summarised below.

Outcome 1	How much? 1. Number of Active members in the Manawatū District. Target-4000 2. Number of active members (urban). Target-2500 3. Number of active members (rural.) Target- 1500 4. Number of members on vulnerable register. Target-300 5. Number of members on emergency skills register in rural areas. Target-200 6. Number of active street / area groups with an active street coordinator. Target-80
Status	Exceeded (Targets 1-5) Not met (Target 6)
Performance Summary:	
There are 4386 active members in the Manawatū district, 2697 being urban and 1689 being rural. There are 463 members on the vulnerable register and 417 members on the emergency skills register in rural areas. There are 64 active street / area groups with an active street coordinator. There have been 7 new rural coordinators enlisted who are being trained to use the database and look after their districts. This coupled with increased proactivity in efforts in updating member details in urban areas, and better awareness of the vulnerable persons register has meant that targets have been largely exceeded for 2025-26.	

Outcome 1	How well? Number of clients who answered the client satisfaction question. Targe-300 Number of clients satisfied or highly satisfied with the programme/service they received. Target -200
Status	Not met.
Performance Summary:	
287 people responded to the client satisfaction question on the survey with 192 noting they were highly satisfied or satisfied with the programme/service they received.	

Outcome 2	Is anyone better off? Wairua – spiritual Wellbeing – We are connected and inclusive- Everyone has a sense of belonging and are proud of where they live. Target for answering the 'sense of belonging' question on the survey-250. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a connected community-180.
Status	Exceeded
Performance Summary:	
287 people responded to the ‘sense of belonging’ question on the survey and of these 182 strongly agreed or agreed that the project/event has positively contributed to creating a connected community. Over the year Neighbourhood Support Manawatū (NSM) has spent time meeting with residents on their streets / areas and being present at multiple events. These have included Kids ‘n’ Country, Rural Games, MCHL Family Fun Day, a Sanson Community Committee event a Bluelight rangitahi event and the Feilding Farmers Market. They have also attended meetings in Colyton, the Woodlands residents meeting, and met with residents of Ranfurly and the Manawatū Community Trust flats. Connecting residents with each other and working together, helps to create a greater sense of belonging, especially with people who have moved into the area.	

Outcome 3	Is anyone better off? Tinana-Physical Wellbeing- We prepare for tomorrow today- Our people and communities feel safe. Target for answering the 'feel safe'' question on the survey-250. Target for strongly agreeing or agreeing that the project/event has positively contributed to creating a safer community-180.
Status	Exceeded
Performance Summary:	
287 responded to the 'feel safe' question on the survey and of these 202 strongly agreed or agreed that the project/event has positively contributed to creating a to creating a safer community. NSM shares information with NZ Police, FENZ and CDEM and our other national partners. NSM continues to share crime reports by email to those in affected streets or CBD areas, along with handy tips and prevention information.	

Outcome 4	Is anyone better off? Whānau – Social Wellbeing – We are actively engaged – We work together to make our whanau and communities better. Target for answering the 'work together' question on the survey- 250. Target for strongly agreeing or agreeing that the project/event has supported whanau and communities to achieve their aspirations-180
Status	Exceeded
Performance Summary:	
287 people responded to the 'work together' question on the survey and of these 212 strongly agreed or agreed that the project/event has supported whanau and communities to achieve their aspirations. NSM encourages residents to look out for each other. The organisation helps to form neighbourhood street groups with the oversight of a street coordinator. During 2025-26 NSM delivered over 1500 information / membership forms by hand, covering all of the western, southern and some of the eastern Feilding areas. Hand delivering provided an opportunity to meet, chat and connect with residents.	

2.2 All contractual stipulations have been adhered to including the submission of 6 and 12 monthly reporting, and the provision of financial accounts that identify Manawatū District Council as a funder.

2.3 The Annual Performance Report notes an operating surplus of $9,063

3 Significant Matters, Risk and Wider Context Ngā Take Hirahira, Ngā Tūraru me te Horopaki Whānui

3.1 The organisation's reported performance provides confidence in its ability to continue delivering the contracted services. Strong numbers linked to involvement and engagement, an increase in coordinator capacity and a reported operating surplus support this assessment. Continued reliance on external funding means that financial sustainability and capacity to maintain delivery remain relevant considerations for ongoing contract monitoring.

3.2 NSM is currently working with several rural Community Committees who are updating or building their Emergency Response Plans (with CDEM). Rangiwahia, Pohangina and Colyton have engaged in this project with the aim of working with all 16 Committees over time. NSM is providing training for committee members (or their existing street coordinators) in maintaining local resident information on the NSM database and provides continued oversight. To ensure security, the delegated people are first police vetted, sign the NSNZ privacy agreement and code of conduct. The aim is to build resilience at a local level, by giving trained members direct access to contact residents in their area. This is of particular assistance to people who are listed as vulnerable or who have useful emergency response skills.

3.3 Due to extra funding the coordinator capacity has increased from 16 to 20 hours this year which has allowed more operational tasks to be undertaken.

3.4 The intergenerational buddy reading programme continues to operate in primary schools within the district and is overseen by a committee member. The programme operates in eight schools, and there were 23 readers this period. Benefits are not limited to improved reading and listening skills but also include the company and sharing of intergenerational stories and viewpoints between volunteers and primary school students.

4 Next Steps Te Kokenga

4.1 The next six-month accountability for year two of the contract is due in February 2027.

District Development Committee

Meeting of 25 November 2026

Business Unit: Community
Date Created: 02 October 2026

Town Centre Refresh

Purpose Te Aronga o te Pūrongo

To seek the Committee's decisions on the next steps for the Feilding Town Centre Refresh, following Council's decisions on 16 September 2026 and the Town Centre Refresh Focus Group meeting on 30 September 2026. Decisions are sought on the timing and evaluation of how the Fergusson and Goodbehere Streets traffic trial will be assessed, and the proposed placemaking, planting, entry signage and youth engagement work programme.

Recommendations Ngā Tūtohinga

That the Committee:

1. Agree to the proposed approach for collecting survey data and anecdotal feedback from business owners in Fergusson and Goodbehere Streets during the 12-month traffic trial, to inform a decision on whether to make the changes permanent.

2. Endorse the proposed mixed planting in the town centre garden plots, using natives and perennials alongside annuals to provide biodiversity and year-round interest while retaining seasonal annual planting.

3. Endorse replacing the edging on two raised beds outside Mitre 10 to allow the effect to be assessed before considering changes to other raised beds in the town centre.

4. Endorse the proposed refresh of the area around the public toilets, including the bus shelter, "What's On" information and garden planting, with Crime Prevention Through Environmental Design principles considered to address safety concerns at night.

5. Endorse beginning the replacement of the "Welcome to Feilding" entrance signs and gardens in early 2027, with work delivered during the year.

6. Acknowledge the proposed approach to engaging young people, including developing a youth design group and reporting its feedback to the Committee to support future decisions.

Report prepared by:
Ross Patching
Development Navigator

Approved for submission by:
Lyn Daly
General Manager - Community

1. Background Ngā Kōrero o Muri Background Ngā Kōrero o Muri

1.1 Council approved $5 million in capital funding for the Feilding Town Centre Refresh through the 2024–34 Long-Term Plan, allocated at $500,000 annually. Unspent funding can accumulate for larger projects. This is the third year of capital funding that has been made available to the project in the 2024 – 2034 Long Term Plan.

1.2 The programme aims to strengthen the town centre as a community and economic asset through improved public spaces, signage, lighting, planting, public art, heritage storytelling and activation.

1.3 A Town Centre Refresh Focus Group developed the strategy and initial programme. An urban designer worked with the group, drawing on earlier reports and community feedback, to prepare concepts with a consistent design theme.

1.4 On 18 September 2025, Council supported the town centre design themes in principle. Council directed officers to progress a key proposal that involved covering a brick quadrant in the town Square to provide an all-weather community and event space.

1.5 On 15 April 2026, Council asked that stakeholder and community engagement commence for a) the cover over the quadrant (described above) and, b) a one-way traffic and placemaking change to sections of Fergusson and Goodbehere Streets, including additional parking, refreshed gardens, seating and streetscape improvements, before completing final design work.

1.6 Council completed the community engagement exercise and the feedback was presented to Council on the 16 September 2026. At this meeting Council agreed the following:

- Not to proceed with the proposed brick quadrant cover at this time.
- Initiate a trial of a marquee covering the brick quadrant during June/July 2027, working with Feilding & District Promotion (FDP) to deliver two significant events and four Farmers Markets, alongside casual public use with tables and seating.
- Engage the community in a “design the brick quadrant cover” competition if the trial shows demand for the space. Or alternatively, if the trial does not show demand for the space, agree to discontinue weather protection proposals for the brick quadrant.
- To procced with a 12-month Fergusson and Goodbehere Street traffic improvement trial addressing speed, safety, parking dimensions, reversing visibility and business servicing, along with the implementation of streetscape placemaking improvements.

2. Strategic Fit Te Tautika ki te Rautaki

2.1 The programme goal is "a connected, vibrant and enjoyable central place to live, work, do business, play and grow". The programme supports Council's community outcomes by seeking to create a place where people belong and spend time, infrastructure that is fit for the future, and a prosperous and resilient local economy.

2.2 Responding transparently to the engagement outcomes also supports sound decision-making. The results provide a clear basis for Council to distinguish between elements that have community support and those that require reconsideration.

3. Discussion and Options Considered Ngā Matapakinga me ngā Kōwhiringa i Wānangahia

3.1 District Development Committee has the delegation to make decisions relating to the Town Centre Refresh project. The following activities are proposed for the Committees consideration.

Marquee over the brick quadrant

3.2 As outlined above, Council requested that officers arrange a marquee to cover the brick quadrant for one month to trial the usage of an all-weather space during winter months.

3.3 Three businesses were approached with one willing to hire two 10 m × 20 m marquees (400 m^2 space) at a cost of $24,000 plus GST, noting that this is unbudgeted spend for the FY27 but falls within the Chief Executives delegation to approve.

3.4 Council also requested that FDP lead the activation of the space and that officers arrange for furniture and street games to be available to support this use. To this end moveable tables, chairs, bean bags and large street games will be purchased by Council for FDP to use for organised events and casual use between activities. These assets will be Council-owned but used and stored by FDP. The estimated cost of these assets is $5,000 drawn from the Town Centre Refresh capex budget which has sufficient capacity.

3.5 FDP has recommended the marquee be arranged for June 2027 to coincide with the planned Light up Matariki series of events and fits within the recommended timeframe requested by Council.

3.6 Council's grant to FDP includes a key performance indicator (KPI) involving activating the town centre. This trial fits within the KPI and FDP will promote the available space, arrange the agreed events, manage the street furniture and games, and collect information via surveys on use and demand to inform future decisions. Council officers will meet with businesses in the Square to assess impact from their perspective.

3.7 Officers will present the trial findings to the Committee for consideration on whether to further progress the concept for a permanent cover.

3.8 If sufficient demand is demonstrated, and should the Committee approve the revisiting of a permanent cover, officers would manage a community design competition for the Committee to shortlist two designs as proposed by Council.

3.9 The two designs would be developed into design concepts, be subject to a desktop structural engineering assessment and quantity surveyor estimate.

3.10 These designs and indicative costings would be proposed as options, alongside the existing design and costings for the Committee to select a preferred option.

3.11 The Committee may choose to refer this decision to Council, given there would likely be high community interest, and may recommend that Council engage the community seeking feedback on design preference.

Traffic changes

3.12 The 12-month Fergusson and Goodbehere Street traffic improvement trial is scheduled for February/March 2027, following the busy Christmas period, with dates to be confirmed before Christmas.

3.13 Officers will continue communications with building and business owners and will arrange a final meeting in early February to outline the work programme before work commences.

3.14 A communications plan will be developed and implemented in early February to begin informing the community about the upcoming work and changes in traffic direction.

3.15 Officers will collect data via surveys and anecdotal feedback from business owners throughout the 12-month trial. The survey data will include perceptions on traffic speed, pedestrian and vehicle safety, parking usability, reversing visibility and business servicing.

3.16 The information will be reported to the Committee in 2028 seeking a decision on whether to make the changes permanent or return to the previous layout.

3.17 Officers ask that the Committee agree to the approach to collecting both survey data and anecdotal information from the business owners in order to assess whether the traffic changes should be made permanent. (Recommendation 1).

Placemaking changes

3.18 Council approved that the placemaking changes commence that involves removing the metal fencing and bollards, introducing additional seating, and improvements to lighting and garden beds.

3.19 The metal fencing and bollards will be replaced at strategic points with a low brick wall for safety. Officers are currently exploring the reuse and/or recycling of the metal fencing and bollards.

3.20 The introduced seating will be natural wood, with clean lines, and the metal fabricated locally.





3.21 The gardens will include mix height planting. Taller plants will be introduced through a mix of perennials and natives to introduce some biodiversity into the plant life in the town centre. Lower plants will be a mix of natives and annuals that will be planted 4-times (as is the case now). This approach attempts to accommodate the differing views on inner

town planting and council officers ask that the Committee endorse this approach. (Recommendation 2).

3.22 The edging around the raised gardens are currently tone on tone across the gardens and sidewalks. Rather than replacing the raised gardens, the edging around the gardens will be replaced with a simple contrasting colour refreshing the look and vitality of the spaces by reducing the monotone colour. Please see the examples below.





3.23 Design changes can be difficult to visualise, and as such Council officers ask the Committee to endorse that new edging be replaced on two raised beds outside Mitre 10 to enable the impact to be assessed. (Recommendation 3).

3.24 Improved lighting luminaire and height options are currently being explored that improves ambience and highlights key features, which improves safety and movement, minimises glare to oncoming traffic, and supports energy efficiency. It is likely that some of the existing light poles will be recoated, some new lighting will be introduced and there is the potential that some lights may need to be replaced.

Next step work programme

3.25 The following actions are proposed to refresh the **area around the public toilets**:

- Remove the existing "What's On" boards and replace with an interactive electronic board to improve the breadth of the information and timeliness of information available to the community and visitors. FDP is fully supportive of this innovation.

- Remove the maroon bus stop shelter structure and replace with wood panelling for cleaner lines and a visual link to the new wooden seating.

- Replant the gardens being mindful of the Crime Prevention Through Environmental Design (CPTED) principles to reduce the safety concerns around the public toilets – particularly at night.

- Incorporate the existing garden trellis if this does not compromise the CPTED approach.

3.26 Council officers ask that the Committee endorse these actions to ensure this work commences in 2027. (Recommendation 4).

3.27 The following actions are proposed to **refresh grassed quadrant** in the town Square:

- The scope for this quadrant asked for a design that a) reflects our rural character b) engenders fun, vitality and attractiveness to encourage people to sit, connect and linger - which is rare now, c) increases usability given the space has limitations when

wet due to the underlying infrastructure, but still retain a grassed area for the ANZAC crosses etc, d) visual and usability connections with the opposite square and, e) easy maintenance.

- Following receipt of the design, there were a range of views from the Town Centre Refresh Focus Group on the purpose and use of the grassed quadrant and whether there should be any development in the space at all. Council asked that officers share the brief and existing concept with young people, inviting feedback on what they like and would like to see.

3.28 Officers will report this feedback to the Committee before 30 June 2027 so that the Committee can decide whether to commence with the work or complete a community consultation exercise.

3.29 The following actions are proposed to refresh the **welcome to Feilding' entry signage**



- Four entry signs have been targeted to be refreshed with the introduction of new signs and new planting at the following locations: Waughs Road, Corner of South and West Streets, Halcombe Road, and Kimbolton Road.

- The Focus Group was generally accepting of this design, the introduction of lighting and enhanced planting. A suggestion that each sign location could, overtime, include an item of significance to the district e.g. the steam train.

3.30 Council officers ask that the Committee endorse the commencement of this work in early 2027, acknowledging that the work will be rolled out during the year. (Recommendation 5).

3.31 The following actions are proposed to **strengthen the voice of young people**:

- Council asked that officers strengthen the voice of young people in the Feilding Town Centre Refresh programme of work and recommended establishing a youth design group to minimise this engagement and feedback gap.

- The expectation is that the youth design group would help develop and refine concepts for identified elements where community views are divided, such as (but not limited too) the grassed quadrant, changes to the raised garden beds, cover over the bricked quadrant in the Square, etc.

- Officers will be expected to prepare a clear scope for the group, outlining design constraints, the group's decision-making role, and some commentary on costs for refining the concepts or developing alternatives.

- Council recommended targeted engagement with the district secondary schools, Councils Youth Council and Youth Leaders, youth and Iwi groups, as well as opportunities for younger people to participate, either via school or through other scheduled events such as the Family Fun Day, Young Enterprise Market and the like.

3.32 Officers ask that the Committee acknowledges this approach and welcomes the feedback from our young people in the district to support future decision making for the programme of work. (Recommendation 6).

4. Risk Assessment Te Arotake Tūraru

4.1 Reputational and decision-making risk:

- Proceeding with a one-month trial of a temporary cover (marquee), given the level of opposition, could undermine confidence in the engagement process. To mitigate this risk, the trial results will be analysed to inform a decision on whether to discontinue the proposal to build a cover or explore alternative design options.

4.2 Transport, accessibility and service-delivery risk:

- Permanent street changes could create unintended effects on nearby streets, safety, mobility access or business activity. The controls include a 12-month trial to monitor potential effects before becoming a permanent change.

5. Engagement Te Whakapānga

Significance of Decision

5.1 The Council's Significance and Engagement Policy is not triggered by matters discussed in this report. No stakeholder engagement is required.

Māori and Cultural Engagement

5.2 The source material does not record a separate Māori-specific engagement session as part of this phase. Earlier programme engagement identified interest from Ngāti Kauwhata in historical storytelling and cultural design elements but to date this engagement has not been realised, however this has been discussed with the new Ngāti Kauwhata Chief Executive as an action for early 2027.

Community Engagement

5.3 There are no community engagement requirements for this report however as outlined in the report, engagement with young people and probably engagement with the wider community will occur during the life of this project.

6. Operational Implications Ngā Pānga Whakahaere

6.1 Council is purchasing furniture that FDP will use and store, although the storage capability at FDP is yet to be fully determined.

6.2 The proposed electronic information board will require ongoing content management and maintenance and will be a level of service discussed between Council officers and FDP.

7. Financial Implications Ngā Pānga Ahumoni

7.1 The Town Centre Refresh has an approved **capital budget** of $5 million over 10 years that is accounted for in the current Long-term Plan.

7.2 To date the available budget is $1.5 million, of which $256k has been spent to date.

8. Statutory Requirements Ngā Here ā-Ture

8.1 There are no statutory requirements for this report.

9. Next Steps Te Kokenga

9.1 Subject to District Development Committee adopting the recommendations, officers will:

- Organize the Marquee Trial in June 2027
- Implement the Fergusson (section) & Goodbehere Streets one way traffic change trial and the placemaking changes
- Install new edging on two raised beds by Mitre 10
- Refresh the public toilets area and gardens
- Begin youth engagement in early 2027
- Implement the 'Welcome to Feilding' entry signs and gardens
- Reports back to the Committee on various trials will occur in due course.

10. Attachments Ngā Āpitihanga

Nil