



RĀRANGI TAKE AGENDA

Rautaki, Whakahaere, me te Ahumoni Strategy, Operations and Finance Committee Meeting

I hereby give notice that a Meeting of the Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee will be held on:

Te Rā | Date: Thursday, 6 April 2023

Te Wā | Time: 9.30am

**Te Wāhi | Location: Council Chamber
Ground Floor, 175 Rimu Road
Paraparaumu**

**Kris Pervan
Group Manager Strategy & Growth**

Kāpiti Coast District Council

Notice is hereby given that a meeting of the Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee will be held in the Council Chamber, Ground Floor, 175 Rimu Road, Paraparaumu, on Thursday 6 April 2023, 9.30am.

Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee Members

Cr Sophie Handford	Chair
Cr Liz Koh	Deputy
Mayor Janet Holborow	Member
Deputy Mayor Lawrence Kirby	Member
Cr Glen Cooper	Member
Cr Martin Halliday	Member
Cr Rob Kofoed	Member
Cr Jocelyn Prvanov	Member
Cr Shelly Warwick	Member
Cr Nigel Wilson	Member
Cr Kathy Spiers	Member
Ms Kim Tahiwī	Member
Mr Huriwai Paki	Member
Ātiawa ki Whakarongotai (Mr André Baker or Ms Janine Huxford or Ms Christopher Gerretzen)	Member

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1 NAU MAI | WELCOME

2 KARAKIA A TE KAUNIHERA | COUNCIL BLESSING

I a mātou e whiriwhiri ana i ngā take kei mua i ō mātou aroaro, e pono ana mātou ka kaha tonu ki te whakapau mahara huapai mō ngā hapori e mahi nei mātou. Me kaha hoki mātou katoa kia whaihua, kia tōtika tā mātou mahi, ā, mā te māia, te tiro whakamua me te hihiri ka taea te arahi i roto i te kotahitanga me te aroha.

“As we deliberate on the issues before us, we trust that we will reflect positively on the communities we serve. Let us all seek to be effective and just, so that with courage, vision and energy, we provide positive leadership in a spirit of harmony and compassion.”

3 WHAKAPĀHA | APOLOGIES

**4 TE TAUĀKĪ O TE WHAITAKE KI NGĀ MEA O TE RĀRANGI TAKE |
DECLARATIONS OF INTEREST RELATING TO ITEMS ON THE AGENDA**

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 HE WĀ KŌRERO KI TE MAREA MŌ NGĀ MEA E HĀNGAI ANA KI TE RĀRANGI
TAKE | PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA**

6 NGĀ TAKE A NGĀ MEMA | MEMBERS' BUSINESS

(a) Leave of Absence

(b) Matters of an Urgent Nature (advice to be provided to the Chair prior to the commencement of the meeting)

7 HE KŌRERO HOU | UPDATES

7.1 REVIEW OF COUNCIL OLDER PERSONS HOUSING - PROJECT SCOPE

8 PŪRONGO | REPORTS

8.1 CONTRACTS UNDER DELEGATED AUTHORITY

Kaituhi | Author: **Jayne Nock, Executive Secretary to Group Manager Corporate Services**

Kaiwhakamana | Authoriser: **Sean Mallon, Group Manager Infrastructure Services**

TE PŪTAKE | PURPOSE

- 1 This report provides an update on any contracts over \$250,000 accepted under delegated authority for the period 1 July to 31 March 2023.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 Not required.

TE TUKU HAEPAPA | DELEGATION

- 3 The Strategy and Operations Committee has delegated authority to consider this report under the following delegation in the 2019-2022 Governance Structure, Section B.1.
This Committee will deal with all decision-making that is not the responsibility of the Council, including approval of contracts and contract variations outside the Chief Executive's delegations.

TAUNAKITANGA | RECOMMENDATIONS

- A. That the Strategy and Operations Committee notes there was one contract accepted under delegated authority over \$250,000 for the period 1 July to 31 March 2023.

TŪĀPAPA | BACKGROUND

- 4 Approved Contracts for the year 2021/22 are listed at Appendix 1.

HE KŌRERORERO | DISCUSSION

5 2022-C488 Independent Election Services

- One tender was received.
- The Contract was for the provision of an Electoral Officer and election services for the 2022 triennial election.
- The Contract was awarded to Direct Sourcing for the sum of \$250,000.

He take | Issues

- 6 This report has a low degree of significance under Council's Significance and Engagement Policy.

Ngā kōwhiringa | Options

- 7 There are no further options to be considered within this report.

Tangata whenua

- 8 There are no tāngata whenua considerations within this report.

Panonitanga āhuarangi | Climate change

- 9 There are no climate change considerations within this report.

Ahumoni me ngā rawa | Financial and resourcing

10 There are no financial and resourcing issues in addition to those already noted in this report.

Ture me ngā Tūraru | Legal and risk

11 There are not legal and risk considerations arising from this report.

Ngā pānga ki ngā kaupapa here | Policy impact

12 There are no current or future impacts to Council policies within this report.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

13 There are no engagement planning considerations arising from this report.

Whakatairanga | Publicity

14 There are no publicity considerations arising from this report.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Contracts Under Delegated Authority for the 2021/22 year [↓](#)

Contracts for the 2021/22 year

Strategy and Operations Committee meeting	Contract
18 November 2021 (covering the period 1 July to 30 September 2021)	2021/C418 – Service Location for Amohia Catchment Stormwater Project was awarded to Action Civil Limited for the sum of \$471,700. 2021/C436 – Kapiti Coast Sports Turf resurfacing was awarded to specialist hockey turf provider Polytan NZ Limited for the sum of \$399,652.
10 February 2022 (covering the period 1 October to 31 December 2021)	C414 – Mahara Gallery Redevelopment was awarded to Crowe Construction for the sum of \$4.2 million.
12 May 2022 (covering the period 1 January to 31 March 2022)	2021/C424 Matene Matai Stormwater Upgrades was awarded to Downer Limited for the sum of \$550,470. 2021/C425 Stormwater Asset Renewals in Paraparaumu 03 Catchment was awarded to Interflow NZ Limited for the sum of \$1,836,448. 2021/C426 Stormwater Asset Renewals in Paraparaumu 04 Catchment was awarded to Quickshot Limited for the sum of \$611,592. 2021/C428 Professional Services for Raumati Seawall was awarded to Beca Consultants for the sum of \$323,035. 2021/C431 Paraparaumu Wastewater Treatment Plant Aeration Systems upgrades Phase 1 was awarded to Max Tarr Industrial Limited for the sum of \$574,000. 2021/CN596 Ōtaki Wastewater Treatment Plant lagoon desludging was awarded to Conhur Limited for the sum of \$2,073,000.
15 September 2022 (covering the period 1 April to 30 June 2022)	WWTP-21-PS-01 Wastewater Treatment Plant Renewals/Upgrades Design work was awarded to Cardno, now Stantec for the sum of \$573,000.

8.2 COUNCIL PRIORITIES AND ANNUAL WORK PROGRAMMES

Kaituhi | Author: **Kris Pervan, Group Manager Strategy & Growth**

Kaiwhakamana | Authoriser: **Kris Pervan, Group Manager Strategy & Growth**

TE PŪTAKE | PURPOSE

- 1 This report seeks agreement to the:
 - 1.1 Kapiti Coast District Council's proposed strategic priorities to drive affordable change on the things that matter most to the community through 2022 to 2025 (this Triennium); and
 - 1.2 Annual Work Programme which will guide the focus for discussion and decision on actions that deliver on the strategic priorities through the Strategy, Operations and Finance Committee (SO&F) in 2023.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 Not applicable.

TE TUKU HAEPAPA | DELEGATION

- 3 SO&F has delegations under the following section of Part B.1 of the Governance Structure and Delegations 2022-2025 Triennium: "Strategic – setting and approving the policy and strategy work programme.

TAUNAKITANGA | RECOMMENDATIONS

- A. **Endorse** the Kapiti Coast District Council's proposed strategic priorities, and targeted actions noted in 2023/24, as attached in Appendix 1.
- B. **Agree** to share the Kapiti Coast District Council's strategic priorities with the community, and to **Seek** feedback through upcoming engagements to 'develop a shared vision and blueprint for Kapiti to 2054+'.
- C. **Note** that once endorsed, the strategic priorities will inform the strategic direction of the Long-term Plan 2024-34.
- D. **Approve** the draft Annual Work Programme for SO&F, attached in Appendix 2, which outlines the key activity for achieving these strategic priorities (and goals previously set by the existing Long-term Plan).
- E. **Note** that communications to share the Kapiti Coast District Council's strategic priorities and the Annual Work Programme for SO&F will be circulated to Councillors for approval following the 6 April 2023 meeting.
- F. **Note** that further work will be undertaken to align respective Committee Annual Work Programmes (eg SO&F, Council, and the Social Sustainability, and Climate and Environment Advisory Committees).

TŪĀPAPA | BACKGROUND

- 4 On 9 March 2023, SO&F agreed to set the Kapiti Coast District's (Kapiti) strategic direction through the development of a new *Community Vision to 2054 and beyond*, and an accompanying *Blueprint* for change.
- 5 For the next 18 months, Elected Members will engage with the community to:
 - 5.1 Develop a shared vision, and

5.2 Gain insight around the appetite and support for change in Kapiti over time, as we respond to external influences (such as climate change, global recessions, and national policy direction to manage for growth) and the increasing need to set clearer aspirations for how we want to ‘live, play and work’ into the future.

6 By doing so, the Kapiti Coast District Council (Council) will:

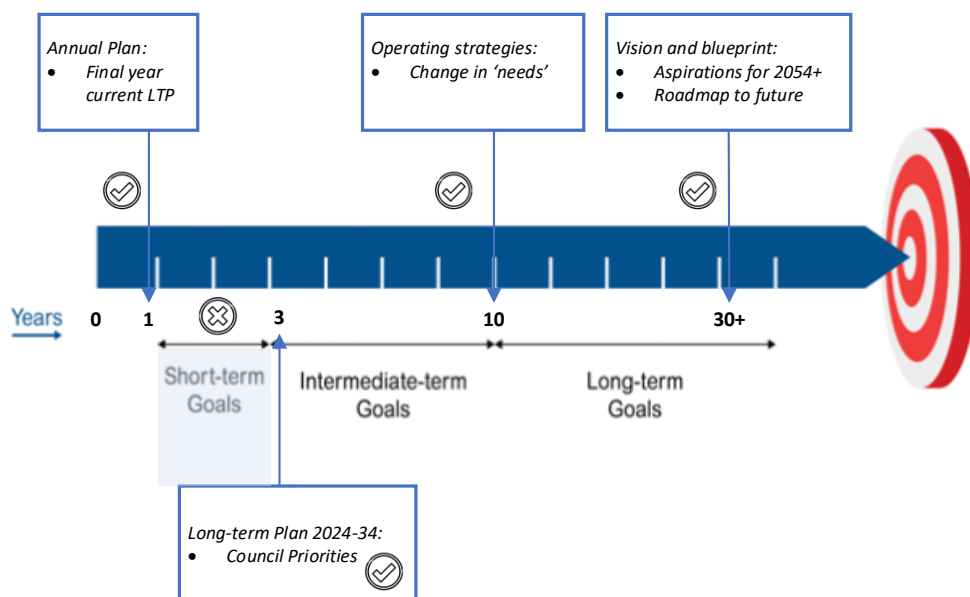
6.1 Deliver on requirements set by the Local Government Act for local authorities to drive sustainable development for its community that improves social, economic, cultural and environmental outcomes for current and future generations.

6.2 Ensure operational activity is aligned with the needs of the Kapiti community.

Council Priorities to shape short-term focus

7 In the short term, as illustrated in Diagram 1 (below), it is likely that there will be a gap in clarifying what needs to happen now, in advance of the new *Community Vision to 2054 and beyond* been developed and endorsed. For example, by early January 2024, the Council will need to outline the immediate priorities for Kapiti in the Long-term Plan 2024-34. The full scope of work on the new *Community Vision to 2054 and beyond* will not have progressed quickly enough to inform the Long-term Plan process, so concurrent work will be necessary to address this gap by way of a small suite of Council Priorities.

Diagram 1: where the Council Priorities fit in



Shaping the Committee’s Annual Work Programme

8 Following confirmation of priorities for Kapiti, it will be important for SO&F’s Annual Work Programme (AWP) to include the key actions needed to address issues impacting on residents everyday ‘needs’ as indicated by the Council Priorities. This will include decisions related to strategy, policy, finance, operational change and strategic programmes that are necessary to drive change in these priorities, and as mandated by the *Governance Structure and Delegations 2022-2025 Triennium*.

HE KŌRERORERO | DISCUSSION

9 To provide clarity around what’s most important to do now:

9.1 The Council has landed on a small set of strategic priorities (Council Priorities) to drive affordable change through this Triennium.

- 9.2 These are attached in Appendix 1 for SO&F's consideration and endorsement. SO&F commented on an earlier draft of this document on 21 March 2023, and feedback received is highlighted in red text.
- 10 To shape SO&F's Annual Work Programme:
- 10.1 The proposed items for discussion to deliver against the Council Priorities, and existing goals set by the 2021-31 Long-term Plan, have been identified for each quarter in 2023. An overview is attached in Appendix 2 for SO&F's consideration and approval.

He take | Issues

- 11 Not applicable.

Ngā kōwhiringa | Options

Setting Council Priorities for this Triennium

- 12 The Council Priorities aim to ensure that key community 'needs' are met, and that issues requiring immediate action are progressed to support Kapiti and its residents to thrive.
- 13 Three overall domains underpin the Council Priorities, ensuring that legislative accountabilities, noted in Paragraph 6, are met:
- 13.1 *Place*: our 'place' is resilient and liveable for current and future generations.
- 13.2 *People*: our 'people' are supported to live, work and play in the Kapiti District.
- 13.3 *Partnership*: we 'partner' with others to connect, facilitate, and advocate for the good of all in Kapiti.
- 14 The domains are supported by a handful of 'needs'-based outcomes, which will track how well we achieve desired change/s. Currently, a list of actions for 2023 are set out. In future periods, actions for subsequent years of the Triennium and Long-term Plan will also be set and shared.
- 15 A suite of accompanying measures will be set through the Long-term Plan 2024-34 process to enable measurement of progress to be set and reported. These measures will provide robust data and information to evidence impact and improvement. Measures will include a focus on place, people, and partnership; and the Council intends to introduce an emissions reduction target by June 2023 to ensure that Kapiti contributes to national and international efforts to combat climate change.

Landing the Committee's Annual Work Programme (AWP)

- 16 The primary items for discussion through 2023 have been identified by quarter. This is not an exhausted list of items that will be discussed through the year, but a summary of key items that will be progressed or discussed. Color-coding of item reflects actions that are related to delivering on the Council's Priorities. Further actions may be listed to the agenda going forward to deliver against the Council Priorities.
- 17 Once approved by SO&F, a link to a short update on each item will be included. This information will be available to Elected Members, iwi, and the community.
- 18 In practice, the AWP will be updated annually in January each year; and a small set of actions to drive change will be agreed and implemented.
- 19 Further, once set, Council staff will establish quarterly focused forward agendas to sequence items for discussion; and identify opportunities to connect and/or gain advice on the more comprehensive list of things that will be progressed through BAU and change initiatives. Additional items may be added to the agenda through this process, and some items may be sequenced or updated as is required.

Tangata whenua

- 20 The Council intends to work in partnership with Ngā Hapū o Ōtaki and Āti Awa ki Whakarongotai Charitable Trust, and Te Rūnanga O Toa Rangātira to develop a Community Vision to 2054 and beyond, and accompanying Blueprint.

Panonitanga āhuarangi | Climate change

- 21 Climate change and environmental resilience are the focus of at least two Council Priorities. Alongside development of a climate strategy, an emissions reduction target will be set by June 2023 to implement national and regional agreed reduction targets/

Ahumoni me ngā rawa | Financial and resourcing

- 22 There are no specific financial or resourcing implications from this paper.

Ture me ngā Tūraru | Legal and risk

- 23 There are no specific legal and risk issues to note.

Ngā pānga ki ngā kaupapa here | Policy impact

- 24 There are no immediate policy impacts from this paper.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

- 25 The Council will share the proposed strategic priorities with the Kapiti Community after the SO&F meeting on 6 April. A communication and engagement plan will be drafted to support Elected Members.

Te mahere tūhono | Engagement planning

- 26 Council's Significance and Engagement policy will guide formal engagement of the Long-term Plan process. In advance of this, the Council's Priorities will be tested with the community through a targeted, and combined engagement approach related to the shared Kapiti vision to 2054+.

Whakatairanga | Publicity

- 27 Elected Members will be provided with key information to support engagement, and the new Council Priorities and Annual Work Programme will be released through established media channels and through the Council website in late April 2023.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Appendix 1 - Council Priorities [↓](#)
2. Appendix 2: Strategy, Operations, and Finance Annual Work Programme [↓](#)

8.3 DEVELOPING OUR KĀPITI BLUEPRINT - APRIL UPDATE ON VISIONING WORK WITH THE COMMUNITY

Kaituhi | Author: **Jo Bryan, Strategy Manager**

Kaiwhakamana | Authoriser: **Kris Pervan, Group Manager Strategy & Growth**

TE PŪTAKE | PURPOSE

- 1 This report seeks endorsement of the approach to develop two elements of the Kāpiti Blueprint and Visioning work with our community: 1) progressing our *Vision and Blueprint*; and 2) establishing *Engagement*.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 Not applicable

TE TUKU HAEPAPA | DELEGATION

- 3 Strategy, Operations and Finance (SO&F) has delegations under the following section of Part B.1 of the Governance Structure and Delegations 2022-2025 Triennium: “Strategic – setting and approving the policy and strategy work programme.

TAUNAKITANGA | RECOMMENDATIONS

- A. **Agree** the approach to action elements one and four of the collective impact and direction setting process, as outlined in paragraphs 9 to 16.
- B. **Endorse** using the one-page overview, attached in Appendix 1, explaining why we need a *Vision and Blueprint for Kapiti* for upcoming engagements.
- C. **Note** that information on the local ‘needs’ for each ward, and the District as a whole, will be circulated in late April 2023 for discussion at the May 2023 SO&F meeting.
- D. **Endorse** using the one-page overview, attached in Appendix 2, clarifying ‘what we need to talk about to land a shared vision and strategy.
- E. **Note** that we will seek approval for the schedule of engagement and delivery in May 2023, and share this with the community via the Council’s website, library and aquatic centre notice boards, and Facebook pages in May 2023.
- F. **Note** that initial publicity around this process is intended to begin in early April 2023, with engagements being undertaken from May 2023.

TŪĀPAPA | BACKGROUND

- 4 At the 9 March 2023 Strategy, Operations and Finance (SO&F) meeting, it was agreed that a co-design approach would underpin the development of a vision and strategy for Kapiti Coast District (Kapiti) out to 2059+.
- 5 Landing a Kapiti vision and strategy together will set how we sustainably develop into the future - what we need to do right now, and over the next couple of decades to reach the future we all want: people, businesses, community and environment supported to thrive no matter what comes our way.
- 6 This approach draws on international best practice and identifies five key steps in collective impact and direction setting:

Diagram 1: key steps in collective impact and direction setting.



7 SO&F agreed that scenarios to achieve the aspiration set by the *Vision and Blueprint*, would encompass short, medium, and long-term factors. The short term will cover up to a 10-year period, so that initiatives proposed for funding to drive change in the LTP 2024-44 can be assessed – this will include cost-benefit analysis. It also agreed to a series of monthly engagements to prepare for engagement with communities as follows:

Element	Action	Month
1. Vision and blueprint	Land detailed design and approach for progressing community visioning work at township and District-wide level. Development of an interim narrative for the LTP 2024-44.	(initial) March 2023 November 2023
2. Outcomes and aspirations for change	Detailed design of outcomes, desired change in results, and new reporting. These will inform the development of the LTP. Confirmation of proposed priorities for the LTP 2024-44.	(initial) May 2023 November 2023
3. Strategies and roadmap	Operational strategy review - assess existing strategies for alignment to vision and desired outcome changes; and identify new strategies required. Develop scenarios for achieving vision and desired outcome change in the medium to long term. This will include cost-benefit analysis.	July 2023 July/August 2023
4. Engagement	Land engagement approach including focus questions for vision, and communication of the vision and blueprint to the community.	End March 2023
5. KCDC operational support	Provide advice and support to shape and develop the approach.	Ongoing through to July 2023

8 At this meeting, SO&F also asked that Staff pull together an overview to:

- 8.1 Clarify why we need a vision and strategy.
- 8.2 Share how the vision and strategy will connect with the Long-term Plan (LTP), which many people will be familiar with.
- 8.3 Focus engagement so that we leverage what we already know, and don't start from ground zero.
- 8.4 Outline what engagement will look like, who's involved and how we do it.

HE KŌRERORERO | DISCUSSION

- 9 On 14 and 28 March respectively, Councillors provided feedback around the first and fourth elements of the approach outlined in paragraph 6. This involved:

Landing a view on what needs to be achieved

- 9.1 Developing an overview of what needs to be achieved, in a format that could be shared with community members and groups.
- 9.2 Reviewing existing local level and district-level outcomes;

Key groups for engagement

- 9.3 Identifying and agreeing key groups within the community that are critical to engage with, and often Councillors would meet to seek views and advice on Kapiti's shared vision.
- 9.4 Shaping the key questions for focusing discussion on the future state, and how we'll get there.
- 9.5 Determining key principles and approaches for engagement with communities,

14 March 2022 – "Landing a view on what needs to be achieved"

- 10 It will be important that people see value in developing a 'vision and strategy' for Kapiti, and why it's needed. A one-pager outlining these points is attached in Appendix 1, to assist with community engagement. The overview addresses:

- 10.1 Why we need a vision and strategy to 2059 (the vision), and how existing requirements such as the District Plan and LTP aligns to the vision.
- 10.2 What engagement will look like, who's involved, and how we will do it.

- 11 Elected Members requested that we leverage work completed to date, such as the local level outcomes, to reduce duplication and effort of people who wish to contribute. In March 2023. Elected Members reviewed the suite of existing local outcomes (by ward), to get an understanding of what this existing work can tell us about the current needs of our communities, and how these might translate into the agreed conceptual model (the doughnut economic model). A pack of information for each ward, and the District as a whole, will be shared in late April 2023 to support widespread involvement in this work. We expect that this information will be updated following community engagement progressed through 2023/24.

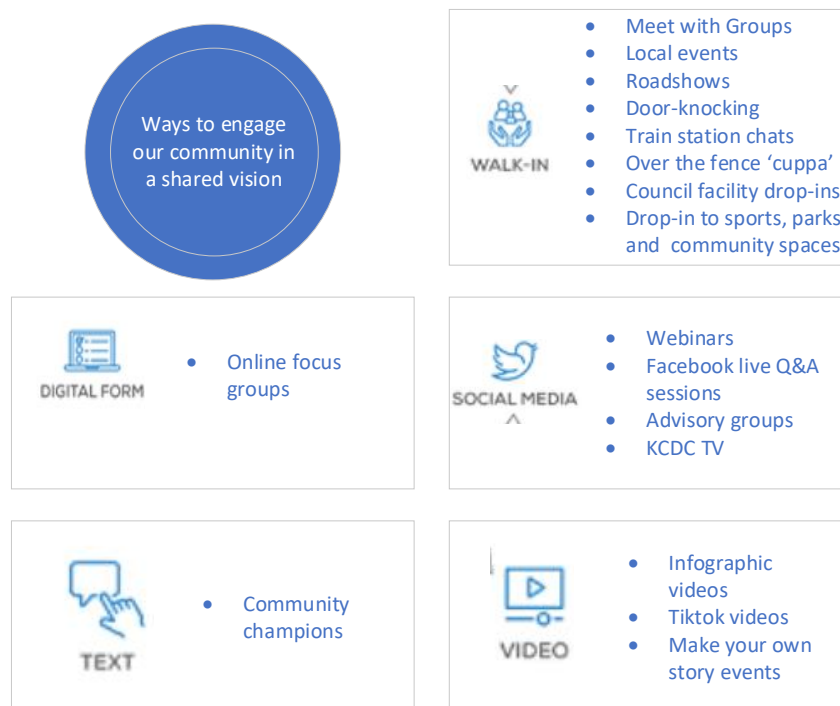
28 March 2022 – "key groups for engagement"

- 12 Council will need to reach a broad base of people within the community, so that the vision and strategy designed is relevant for all townships across the District.
- 13 The first step to achieve this will include identifying the target groups and community champions now. Each Community Board, and Councillors, have brainstormed about their regular networks and frequency for which they meet, alongside any additional groups within the community they would like to initiate more regular catchups.
- 14 A summary of this information will be circulated to Elected Members for consideration, and inclusion in an overall engagement plan, that will be considered by Council on 27 April 2023. Once approved, a schedule of events will be listed on the Council's website, library and aquatic centre notice boards, and Community Board Facebook pages.
- 15 A one-pager outlining the focus for proposed engagement is attached in Appendix 2. Its aim is to clarify what we need to talk about to land the vision and strategy. Two main topics are noted:
- 15.1 Confirming (and evidencing) whether people in the Kapiti community have the basic things they 'need' to thrive. This would leverage of what we already know, including information from the local and district level outcomes and the sizeable evidence base around wellbeing.

15.2 Developing a shared view of what people want Kapiti life to be like in 2059+, as we head into the future. This would include capturing the Kapiti communities view on the most important ‘need’ to change or improve in the short, medium, and long-term; and the actions that the Council could take to support these needs and fix issues or make things easier.

16 Elected Members identified that multiple engagement approaches would be preferable to ensure it is easy to get involved. As outlined in Diagram 2 below, this could include a range of options such as social media, public events, online webinars, and Q&A’s.

Diagram 2: channels for engagement



17 Elected members also brainstormed how people would experience Kapiti in 2059+, what unique characteristics would be maintained, and the characteristics that would be a feature of everyday life. A pack of information will be shared in late April 2023 on this work.

Next Steps

18 The outputs of the 14 and 28 March workshops, noted above, will be summarised during April 2023. The A3s will provide information and local assessment of community needs to support engagement. This material will be made available to the community through online portals, hard copy material in our community facilities, and at events that will be held in coming months.

19 In May 2023, Council will announce a rolling engagement schedule to develop the shared *Vision* and *Blueprint* for change to 2059+. This will involve a series of engagements to understand:

19.1 What’s important or not working now, thoughts on what people would like to see shift (and the priority to do so), and what Kapiti will be like in 2059+.

19.2 Themes from discussions with key groups will be summarised to inform the development of area and District-wide views on the needs that are most important to address or improve in the short, medium, and long-term.

20 Work on the next element, currently scheduled for 23 May 2023, will look to fit outcomes to the “needs” identified in the doughnut economic model.

21 We will continue to report back to SO&F as the Kāpiti Blueprint work progresses.

He take | Issues

22 Not applicable

Ngā kōwhiringa | Options

23 Not applicable

Tangata whenua

24 Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga (Ngā Hapū o Ōtaki), Ngāti Toa Rangatira have been invited to all interactive briefings and will be invited to participate in all future activity about the district's strategic direction. We have received positive feedback from Ngāti Toa and Ngā Hapū o Ōtaki on our co-design approach for this work.

Panonitanga āhuarangi | Climate change

25 A new vision and strategic direction provides an opportunity to consider a more holistic way of addressing climate change to sharpen our focus and our ability to access resources we need to make change so that it is considered across a number of our activities.

Ahumoni me ngā rawa | Financial and resourcing

26 There are no immediate impacts from the approach set out in this paper. However, the vision and strategic direction development process will need to be resourced appropriately.

Ture me ngā Tūraru | Legal and risk

27 The strategic activities outlined in this paper fall within the remit of local government as set out in the Local Government Act 2002.

Ngā pānga ki ngā kaupapa here | Policy impact

28 The proposal in this paper has nil impact.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

29 An approach for publicity and engagement is outlined below.

Te mahere tūhono | Engagement planning

30 Councillor led communications will be key to progressing this work with our communities. While an engagement plan is being developed in detail, there will be regular opportunities for business, other entities, and the community to engage with Council and iwi-representatives.

31 We expect that these councillor-led engagement processes will begin in May 2023.

Whakatairanga | Publicity

32 Council will use its established channels to meet any communications needs resulting from this decision. A media release is planned for early April 2023 to inform the community about the process and the upcoming community engagements planned.

NGĀ ĀPITIHINGA | ATTACHMENTS

1. Appendix 1: why Kapiti needs a strategic vision out to 2059 [↓](#)
2. Appendix 2 - what we need to talk about to land the Kapiti shared vision [↓](#)

8.4 CLIMATE ACTION GRANTS ALLOCATION POLICY

Kaituhi | Author: **Rob Dunn, Sustainability Advisor Communities**

Kaiwhakamana | Authoriser: **Nienke Itjeshorst, Sustainability & Resilience Manager**

TE PŪTAKE | PURPOSE

- 1 This paper provides the draft Climate Action Grants Allocation Policy and associated documents for Te Komiti Rautaki, Whakahaere me te Ahumoni, the Strategy, Operation and Finance Committee for final approval.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 An executive summary is not required.

TE TUKU HAEPAPA | DELEGATION

- 3 The Strategy, Operations and Finance Committee has the authority to approve this policy.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Approves and adopts the Climate Action Grant Allocation Policy and associated documents.

TŪĀPAPA | BACKGROUND

- 4 In July 2021 the Council adopted the Climate Emergency Action Framework (CEAF). The framework was developed in conjunction with mana whenua, with a view to “establishing a common aim and set of principles to embed considerations for climate change mitigation, adaptation, sustainability and resilience across the organisation”.
- 5 The central vision of the CEAF is a thriving, vibrant and strong Kāpiti that has reduced its carbon footprint significantly, has prepared for the challenges and opportunities that come from responding to the climate crisis, and has transitioned to a low carbon future.
- 6 Principle 4.10 of the CEAF states:
“Council looks for and takes opportunities to lead, facilitate and empower iwi-led and other community-led projects and initiatives that aim to build sustainability, resilience, and green innovation.”
- 7 The Climate Action Grants represents one way to help enact this principle.

HE KŌRERORERO | DISCUSSION

- 8 The Climate Action Grants are for initiatives that will benefit the Kāpiti Coast across one or more of the following key objectives:
 - 8.1 enabling GHG emissions reduction
 - 8.2 helping to create a culture of climate change action
 - 8.3 supporting mana whenua vision and priorities
 - 8.4 improving resilience within local communities
 - 8.5 supporting an equitable transition to low carbon living.

- 9 These objectives could be achieved through initiatives in multiple sectors, including but not limited to projects in education, transport, business, technology, agriculture/ horticulture, nature conservation and restoration.
- 10 Preference for funding will be given to projects that meet the following criteria:
 - 10.1 the project aligns with the Grant Objectives,
 - 10.2 the project will continue to offer benefits to the Kāpiti Coast District once Grant funding has been depleted,
 - 10.3 the project proposal demonstrates project benefits being accessible and relevant across multiple community demographics, and
 - 10.4 the project proposal shows how success will be measured in relation to project aims and goals.
- 11 The draft Climate Action Grants Allocation Policy, Summary Information for Applicants, and Application Criteria and Guidelines are attached as Appendices 1, 2 and 3 to this report. For additional background, the Climate Emergency Action Framework is attached as appendix 4.
- 12 This policy was on the Climate and Environment Subcommittee agenda on the 14th of March.

He take | Issues

- 13 To better align the Climate Action Grant funding allocation decisions with Council meeting schedules, the Grant application opening date is proposed to be from late May (with closing date early July). This also allows Council staff to engage with the community well in advance of the applications opening, to ensure this new Grant receives appropriate publicity.

Ngā kōwhiringa | Options

- 14 There are no alternative options being presented other than those recommended within this report.

Tangata whenua

- 15 The Climate Action Grants aim to support mana whenua vision and priorities for the Kāpiti Coast District, as outlined in the Councils' Long-term Plan 2021-2041. These priorities are:
 - Kaitiakitanga – sustaining the environment and people
 - Ūkaipōtānga – identity
 - Whanaungatanga – connectedness
 - Pūkengatanga – preserving, creating, teaching and knowledge
 - Manaakitanga – supporting each other.
- 16 These priorities are reflected in the objectives of the Climate Action Grant Policy as set out in paragraph 8 of this report.
- 17 As part of Council's commitment to and partnership with mana whenua, applications which incorporate or refer to te ao Māori concepts in some way are encouraged.
- 18 Subject to translator availability, the intention is to have this policy and associated documents translated into te reo Māori.
- 19 This policy was discussed at Te Whakaminenga o Kāpiti on the 28th of March.

Panonitanga āhuarangi | Climate change

- 20 As discussed in section 6, the Climate Action Grants will help to enable community led climate action, which is aligned with the central vision and principles of the Climate Emergency Action Framework.

Ahumoni me ngā rawa | Financial and resourcing

- 21 Funding for the Climate Action Grants comes from central government's Better Off Funding programme, which supports local government investment in the wellbeing of communities. There is no rates impact for the first two years.
- 22 There is \$100,000 available in the first funding round (applications close in the 2022/23 financial year), and \$100,000 is available in the second funding round (applications close in the 2023/24 financial year).
- 23 Through the Long-term Plan 2024 process, it will be proposed to continue funding the Climate Action Grants from rates funded budgets.

Ture me ngā Tūraru | Legal and risk

- 24 This policy does not present any legal considerations or risk in addition to those presented by the other funds and grants which the Council currently allocates and administers.

Ngā pānga ki ngā kaupapa here | Policy impact

- 25 There could be an overlap between this new Climate Action Grants Policy, the Council's Waste Levy Grants Policy, and some of Councils' other Grants. Council officers will ensure consistency with funding allocation decisions across Grant applications.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

- 26 The Community and Engagement team have been involved in discussions around the most appropriate way to identify and engage with key stakeholders in the community.
- 27 A communications and engagement plan is being developed in consultation with the Communications and Engagement team.

Whakatairanga | Publicity

- 28 Elected members will be provided with background FAQs to help them respond to queries from the community.

NGĀ ĀPITIHINGA | ATTACHMENTS

1. Climate Action Grants Allocation Policy [↓](#)
2. Climate Action Grants Summary info for applicants [↓](#)
3. Climate Action Grants Application Criteria and Guidelines [↓](#)
4. Climate Emergency Action Framework [↓](#)

8.5 LGFA DRAFT STATEMENT OF INTENT 2023-26 AND 2022-23 HALF-YEAR REPORT

Kaituhi | Author: **Jing Zhou, Acting Chief Financial Officer**

Kaiwhakamana | Authoriser: **Mark de Haast, Group Manager Corporate Services**

TE PŪTAKE | PURPOSE

- 1 The purpose of this report is to provide the Strategy, Operations and Finance Committee with the Local Government Funding Agency (LGFA) Draft Statement of Intent 2023-26 (draft SOI) and their half year report to 31 December 2022.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 Not required.

TE TUKU HAEPAPA | DELEGATION

- 3 The Council's Strategy, Operations and Finance Committee has the authority to consider this report.

TAUNAKITANGA | RECOMMENDATIONS

- A. That the Strategy, Operations and Finance Committee notes the contents of LGFA's draft SOI and half year report to 31 December 2022.

TŪĀPAPA | BACKGROUND

- 4 The LGFA was incorporated in 2011 with the primary objective of optimising the debt funding terms and conditions for participating local authorities. This includes providing savings in annual interest costs, making longer-term borrowings available and enhancing the certainty of access to debt markets.
- 5 The LGFA issues bonds to wholesale and retail investors and on-lends the funds raised to participating local authorities (PLAs) with borrowing needs. The quality of the LGFA's credit rating and the liquidity created by issuing homogenous local authority paper, ensures that participating councils can raise funds on better terms than if they were issuing in their own name.
- 6 In 2012, Kāpiti Coast District Council (the Council) became a principal shareholding local authority¹ in the LGFA. The LGFA meets the Local Government Act (LGA) 2002 definition of a Council Controlled Organisation (CCO) and as a shareholder in a CCO, the Council must regularly undertake performance monitoring of that organisation to evaluate its contribution to the achievement of the Council's desired outcomes.
- 7 As a CCO, the LGFA must deliver to its shareholders a draft SOI on or before 1 March each year. The LGFA board must consider any comments from its shareholders in relation to the draft SOI and deliver a final SOI on or before 30 June.
- 8 The Council's monitoring obligations are assisted by the Shareholders' Council whose role is to represent all the shareholders and ensure that all individual shareholder views are heard. The Shareholders' Council comprises five to ten appointees from the council shareholders, and one from the Crown.

¹ principal shareholding local authorities are those which invest capital in the LGFA and are expected to receive a return on that capital.

HE KÖRERORERO | DISCUSSION

He take | Issues

9 LGFA has issued its draft SOI.

10 Strategic priority areas, and the objectives and performance targets that sit within each area, are summarised on the following table:

Strategic priorities	Objectives	Performance targets
Governance, capability and business practice	<ul style="list-style-type: none"> • Best practice corporate governance • Model ethical behaviour • Achieve objectives and performance targets • Ensure cost effective products • Be a good employer 	<ul style="list-style-type: none"> • Comply with foundation and treasury policies • Maintain LGFA credit rating equal to NZ Govt • Operating income >\$19.3m • Operating expenses <\$9.5m
Optimising financial services for local government	<ul style="list-style-type: none"> • Interest savings relative to alternative sources • Offer flexible products • Deliver operational best practice • Certainty of access to debt markets 	<ul style="list-style-type: none"> • Share of LG long term debt >80% • Total lending to borrowers >\$16.41bn • Survey of borrowers value add >85% • Successfully refinance 100% existing loans • Meet 100% borrower lending requests
Environmental and social responsibility	<ul style="list-style-type: none"> • Assist sector to achieve sustainability objectives • Improve LGFA sustainability outcomes 	<ul style="list-style-type: none"> • Comply with H&S act • Maintain Toitu carbon zero certification • Meet reductions in carbon plan • Increase GSS and CAL lending book • Issuance of LGFA bonds under SFF • Ensure annual report complies with GRI standards • Meet all mandatory climate reporting standards
Effective management of loans	<ul style="list-style-type: none"> • Monitor and review each Participating Borrower's financial position and financial headroom under LGFA policies • Analyse finances at Council group level where appropriate and report to shareholders 	<ul style="list-style-type: none"> • Review 100% of borrowers financial position • Meet each borrower at least annually • Three waters debt transition plan in place by 30 June 2024
Industry leadership and engagement	<ul style="list-style-type: none"> • Take proactive role to enhance depth of LG market • Assist LG sector with significant matters e.g. 3 waters • Maintain productive relationships with central government • Support councils in development of reporting on climate change 	<ul style="list-style-type: none"> • Report on actions underway

11 The following points regarding the draft SOI are worth noting. Firstly, the draft SOI, including financial forecasts, assumes that there are no implications for LGFA from the Three Waters Reform Programme. The LGFA are awaiting further information relating to the establishment of the Water Services Entities (WSEs); how WSEs are intending to structure their borrowing;

how the transition of revenue and debt will occur between LGFA council members and WSEs, and the impact on future council borrowing intentions from the Three Waters Reform Programme. The final SOI in June 2023 will be updated to incorporate any announcements/legislation relating to the Three Waters Reform Programme.

- 12 The second is that LGFA has assumed a modest narrowing in lending margins as more councils and CCOs take up the Climate Action Loan (CAL) products and LGFA undertake more Green, Social and Sustainability (GSS) lending to councils' and CCOs.
- 13 Thirdly, the draft SOI performance targets are similar to the previous SOI. There is greater focus on sustainability with a target for new CALs, a greater focus on assisting councils with GHG emission reporting and assistance with the transition of the Three Waters related debt from councils to the WSEs.
- 14 Lastly, while surpluses of approximately \$8-10m per annum are forecast for the draft SOI period, LGFA remains cautious in placing too much emphasis on the year two (2024-25) and year three (2025-26) forecasts given that \$6.6 billion of LGFA bonds and \$5.8 billion of Council and CCO loans are maturing over the three-year draft SOI forecast period. Assumptions regarding the amount and timing of refinancing and interest rates have a meaningful impact on financial projections.

	2023/24 \$M (draft SOI)	2024/25 \$M (draft SOI)	2025/26 \$M (draft SOI)
Total operating income	19.3	18.5	18.1
Operating expenses	9.5	9.8	10.2
Net profit	9.8	8.7	7.9
Total LG borrowing	18,419	19,262	19,914

- 15 The draft SOI and Half Year Report to 31 December 2022 are attached as Appendix 1 and 2 to this report. Subject to availability, LGFA Officials will be invited to present to the Strategy, Operations and Finance Committee.

Ngā kōwhiringa | Options

- 16 There are no options to consider with this report.

Tangata whenua

- 17 There are no tangata whenua considerations arising from this report.

Panonitanga āhuarangi | Climate change

- 18 There are no climate change considerations within this report.

Ahumoni me ngā rawa | Financial and resourcing

- 19 There are no financial considerations within this report.

Ture me ngā Tūraru | Legal and risk

- 20 There are no legal considerations arising from the matters in this report.

Ngā pānga ki ngā kaupapa here | Policy impact

- 21 In accordance with the LGA 2002, the Council has provided information on all of its CCOs in its 2021/41 Long Term Plan.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

22 An engagement plan is not needed for this report to be considered.

Whakatairanga | Publicity

23 There are no publicity considerations.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. LGFA Draft Statement of Intent 2023-2026 [↓](#)
2. LGFA Half-year Report to 31 December 2022 [↓](#)

9 TE WHAKAŪ I NGĀ ĀMIKI | CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES

Author: Jessica Mackman, Senior Advisor, Democracy Services

Authoriser: Janice McDougall, Group Manager People and Partnerships

Taunakitanga | Recommendations

That the minutes of the Strategy, Operations and Finance meeting of 9 March 2023 be accepted as a true and correct record.

APPENDICES

1. Confirmation of Minutes - 9 March 2023 [↓](#)

**10 TE WHAKAŪNGA O NGĀ ĀMIKI KĀORE E WĀTEA KI TE MAREA |
CONFIRMATION OF PUBLIC EXCLUDED MINUTES**

Nil

11 PURONGO KĀORE E WĀTEA KI TE MAREA | PUBLIC EXCLUDED REPORTS

RESOLUTION TO EXCLUDE THE PUBLIC

PUBLIC EXCLUDED RESOLUTION

That, pursuant to Section 48 of the Local Government Official Information and Meetings Act 1987, the public now be excluded from the meeting for the reasons given below, while the following matters are considered.

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

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
11.1 - Kāpiti Airport Activity	Section 7(2)(b)(ii) - the withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	Section 48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

12 CLOSING KARAKIA