



RĀRANGI TAKE AGENDA

Hui Te Komiti Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee Meeting

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

Te Rā | Date: Thursday, 18 May 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 Te Komiti 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 18 May 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
Te Ātiawa ki Whakarongotai (André Baker or Janine Huxford or 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

Nil

8 PŪRONGO | REPORTS

8.1 NATIONAL POLICY STATEMENT ON URBAN DEVELOPMENT - QUARTER 3 REPORT

Kaituhi | Author: **Aston Mitchell, Policy Advisor**

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

TE PŪTAKE | PURPOSE

- 1 To provide the Committee with information on the National Policy Statement on Urban Development (NPS-UD) Monitoring for the third quarter for the 2022/23 year, covering the year-to-date period from 1 December 2022 – 28 February 2023.
- 2 The Monitoring report for the third quarter is included as Attachment 1 of this report.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 3 Not applicable

TE TUKU HAEPAPA | DELEGATION

- 4 The Strategy, Operations and Finance Committee has the authority to consider this matter under section B.1 of the Governance structure and delegations 2022-2025.

TAUNAKITANGA | RECOMMENDATIONS

- A. That the Committee notes the findings of the NPS-UD monitoring report for Quarter 3 as attached as Attachment 1 of this report.
- B. That the Committee agrees that future quarterly reporting be published to Elected Members via the Elected Member Bulletin (rather than through tabling at the Social Sustainability Committee and this Committee), alongside publishing on the Council's urban development capacity webpage.
- C. That the Committee notes that the Quarter 4 NPS-UD monitoring report, setting out more meaningful annual results, will be tabled in September 2023

TŪĀPAPA | BACKGROUND

- 5 This the third quarterly update required by the National Policy Statement for Urban Development 2020 (NPS-UD 2020) for the 2023/24 year. Previous Monitoring Reports are available on our 'Urban development capacity' webpage at <https://www.kapiticoast.govt.nz/our-district/the-kapiti-coast/urban-development-capacity/>.
- 6 The NPS-UD 2020 is one of a suite of tools that sets the requirements for how New Zealand communities grow. It sets out the objectives and policies for planning for well-functioning urban environments under the Resource Management Act 1991. It enables the Government of the Day to set requirements for Regional and District Councils, including for example, planning for anticipated future growth.
- 7 Central Government has advised that it anticipates managing for growth as early as possible, so that Regions and Districts will:
 - a) be supported to plan for growth in ways that meets the needs of current and future communities; and
 - b) ensure that the unique characteristics and needs of respective communities can be nurtured and maintained.A key input for achieving this, is to understand trends in local development needs.

- 8 The NPS-UD 2020 requires Councils to undertake quarterly monitoring across local development activity, including a range of market indicators published by the Ministry of Housing and Urban Development (HUD) as part of their Urban Dashboard.
- 9 It is a statutory requirement to report this information publicly on a quarterly basis. Council currently publishes results quarterly, typically in September (Q1), December (Q2), March (Q3), and June (Q4) each year, and focus on changes to key indicators across the quarters. In addition to quarterly reports, September reports also provide analysis of activity from across the previous year, except where a Housing and Business Assessment has been recently completed, which provides long-term analysis of trends and changes.
- 10 Monitoring reports provide information of activity and changes to inform a range of participants, including Council's own development tools and instruments, as well as the local development community and other community and housing stakeholders.
- 11 The attached NPS-UD Monitoring Report was considered by the Social Sustainability Subcommittee on 9 May 2023. The Subcommittee noted that the information in the Report was useful however that seasonal fluctuations meant that changes in quarterly results made it challenging to determine whether significant issues were emerging. They suggested that it would be more meaningful to discuss the findings on an annual basis, and for the Report to be circulated 'for your information' to all Elected Members; and that the report only be provided for discussion if a significantly meaningful change was identified.

HE KÖRERORERO | DISCUSSION

- 12 The attached NPS-UD Monitoring Report provides an update and analysis of changes across the housing and development market for Kāpiti Coast District over the 1 December 2022 – 28 February 2023 period. This also includes an update on changes to housing affordability measures that will be reported going forward.
- 13 Key findings from the reporting period include:
 - 13.1 The median house price has decreased to \$790,000 at the end of 2022. This is the fourth consecutive quarterly drop in the median sales price from the high of \$930,000 reported in 31/12/2021.
 - 13.2 The number of house sales has also decreased to 87 for this quarter. While this is likely to be revised up with late reporting of sales data (the last quarter result has now increased from 90 to 186), the number of house sales has fallen overall, with the last high of 294 sales reported alongside the peak median house price in 31/12/2021.
 - 13.3 There has also been a slight decrease in average weekly rent levels – down to \$569 from the previous quarters \$575 (as of 31/12/22).
 - 13.4 The number of resource consents granted have decreased for a third quarter in a row, down to 53. However, potential net additional dwellings have continued to increase across this same period, with 237 potential net additional dwellings recorded from the 111 reported for the previous quarter.
 - 13.5 The number of building consents granted have also decreased slightly for the third quarter in a row, to 143. The drop in new build housing consents accounts for most of this drop (down to 44 from 60 the previous quarter), while numbers for housing alterations remain consistent. The value of building work has increased for this quarter to \$53,473,843, from \$40,088,805 the previous quarter.
 - 13.6 New housing affordability change measures (CHAI) show that rental and mortgage affordability have recently worsened, while deposit affordability had improved. Alternative Corelogic measures similarly show that mortgage servicing, and the number of years to save a deposit remain higher than our neighboring councils, while rental affordability fares slightly better in comparison.
- 14 The data from HUD's dashboard for this reporting period shows median house prices and weekly rent prices have fallen. This might normally indicate improving affordability; however, we note two of the new CHAI affordability indicators identify affordability as worsening. It is

difficult to be exact on the factors influencing these contrasting factors, but we do know that the current high cost of living is impacting many people financially, and a likely factor eroding any affordability gains from reduced prices for many as day to day living costs go up.

- 15 While noting there is usually a seasonal dip during the holiday period for this quarter, there has been a slight decrease in both resource consent and building consent numbers for this quarter and for the last three quarters. Current market conditions (increasing construction costs and supply challenges) may be a contributing factor to lower levels of building applications coming forward during this period, however at the same time the district has also been experiencing a number of larger scale and more complex developments coming through the consenting system during the same time, with a number of large developments under construction. We will continue to monitor this going forward.
- 16 Lastly, this quarter identified an increase in overall build value for building consents where overall numbers had decreased. This increase in value may partially reflect increasing build costs being experienced by the sector, but also reflects a number of multi-unit and larger scale developments within the overall consent activity for this period. This has identified a gap in our current reporting and we will look to include the size and scale of building consent activity alongside application numbers in future reports to help further understand activity and changes across local development in the district.
- 17 Following discussions in the 9 May 2023 Social Sustainability Committee meeting, we have included a recommendation that the National Policy Statement on Urban Development quarterly reports are published to Elected Members via the Elected Members Bulletin. It will continue to be published online on the Council's 'Urban Development Capacity' webpage as reflected in paragraph 5. The September annual report will be presented in person.

He take | Issues

- 18 This report is for noting findings from NPS-UD monitoring only. Due to the timing of data updates to various monitoring tools including the Changes in Housing Affordability Indicators (CHAI), the results of this report are lagged against more recent market changes. Changes occurring from early 2023 will be updated as part of the next Quarter 4 report.

Ngā kōwhiringa | Options

- 19 This report is for noting findings from NPS-UD monitoring only.

Tangata whenua

- 20 We have not engaged directly with iwi on this report.

Panonitanga āhuarangi | Climate change

- 21 This report does not directly consider climate change matters but provides information on changes and pressures relating to housing and business demand that informs processes managing how we grow, which consider the impacts of climate change and low carbon living. The environmental implications of growth are not reported in this update, but will be captured through 'state of the environment' reporting which will be introduced by 24 December 2023.

Ahumoni me ngā rawa | Financial and resourcing

- 22 There are no financial considerations arising from this report.

Ture me ngā Tūraru | Legal and risk

- 23 The report attached as Attachment 1 meets the NPS-UD 2020 requirement to monitor and publish monitoring results.

Ngā pānga ki ngā kaupapa here | Policy impact

- 24 As well as meeting the requirements of the NPS-UD, monitoring information helps understand changes across the local housing market and supports implementation of Te tupu pai – Growing Well - District Growth Strategy and provides input into the Housing and Business Assessment – identifying the amount of available development capacity to meet current and future housing and business needs.
- 25 Information and analysis from NPS-UD monitoring will also be used to help support development and reporting on the Community Vision 2060 and blueprint work, as well as Council’s ongoing planning and investment work as part of the Long Term Plan 2024.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

- 26 The attached NPS-UD reports will be published alongside previous monitoring reports on our website (as per paragraph 5).

Te mahere tūhono | Engagement planning

- 27 The reports provide an update to monitoring information and have a low level of significance under Council’s Significance and Engagement Policy, with no further engagement planned.

Whakatairanga | Publicity

- 28 The NPS-UD Monitoring Reports will be published on the Council's 'Urban Development' webpage alongside previous reports. An email will also be distributed to update a list of stakeholders who have expressed an interest in the reports and to receive future updates.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. National Policy Statement on Urban Development Report - Quarter 3 [↓](#)



National Policy Statement on Urban Development

Kāpiti Coast District Council Quarter 3 Monitoring Report

March 2023





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Executive Summary

This third quarter (Q3 2022/23) National Policy Statement on Urban Development (NPS-UD) monitoring report provides an update and analysis of changes across the development market for the 1 December 2022 – 28 February 2023 period.

Quarterly reporting identifies changes in development activity and a range of market and price efficiency indicators sourced from the Ministry of Housing and Urban Development’s (HUD) Urban Development Dashboard where available.

This quarter has identified a third consecutive decrease in median house values and house sales. There has also been a slight decrease in both resource consent and building consent numbers for the last quarter, but also across the last three quarters. Noting there is usually a seasonal dip of activity across the holiday period, current market conditions (increasing construction costs and supply challenges) may be a contributing factor to lower levels of applications coming forward during this period. Despite this, the district is also experiencing a number of larger scale and more complex developments coming through the consenting system. This is identified by another increase of potential net additional dwelling yield from resource consents for this quarter, up to 237 from the previous quarter’s 111.

This report also provides an update on new Changes in Housing Affordability Indicators (CHAI). These have replaced previous measures first home buyer and rental affordability measures. The new indicators are discussed in more detail alongside an alternative set of affordability indicators published by Corelogic as part of their Housing Affordability Report.

A snapshot of indicator activity for 1 December 2022 – 28 February 2023 is summarised below:

Indicator	Movement from Last quarter	Context
Building consent applications issued	Decreasing (by 9 as per Appendix 1)	143 consents issued with a total value of \$53,473,843
Resource consent applications granted	Decreasing (by 23 as per Appendix 1)	53 consents granted - 47 residential - 6 non-residential - Indicating a potential net addition of 237 dwellings from new builds and subdivisions
House values	Decreasing	The median value of house sales has historically increased but has fallen from \$800,000 at 30/09/2022 to \$790,000 for the latest period at 31/12/2022.
House sales	Decreasing	The sales figures for 30/09/2022 were 186 (revised up from last reports 90), with a significant decrease for 31/12/2022 to 87.

Several indicators continue to be less frequently updated on HUD’s dashboard. The last known update is provided below and will be updated as new information is available.

Nominal mean rent	Decreasing	Mean rent has started to decrease, dropping from \$575 for 30/09/2022 to \$569 at 31/12/2022.
Dwellings sale volume as percentage of stock	Decreasing	The ratio of housing sales to housing stock has fallen to 0.04% for 31/12/2022 from 0.09% for 30/09/2022. This reflects the significant drop in house sales from the average of 1.5% experienced since 2018.
Land value as percentage of capital value	Increasing	53.6% for both 31/12/2022 and 30/09/2022, increasing from 47% at 14/08/2022
Average land value of a dwelling	Decreasing	\$372,020 (as of 30/09/2020) decreasing marginally from

8.2 VISION KAPITI PROGRESS AND NEXT STEPS

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

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

TE PŪTAKE | PURPOSE

- 1 This report provides an update on preparatory work to develop Kāpiti's Vision and Blueprint (now referred to as *Vision Kāpiti*), and seeks your endorsement to the approach for community engagement which will begin at pace from June 2023.

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 Delegation 2022-2025 Triennium: "Strategic setting and approving the policy and strategy work programme.

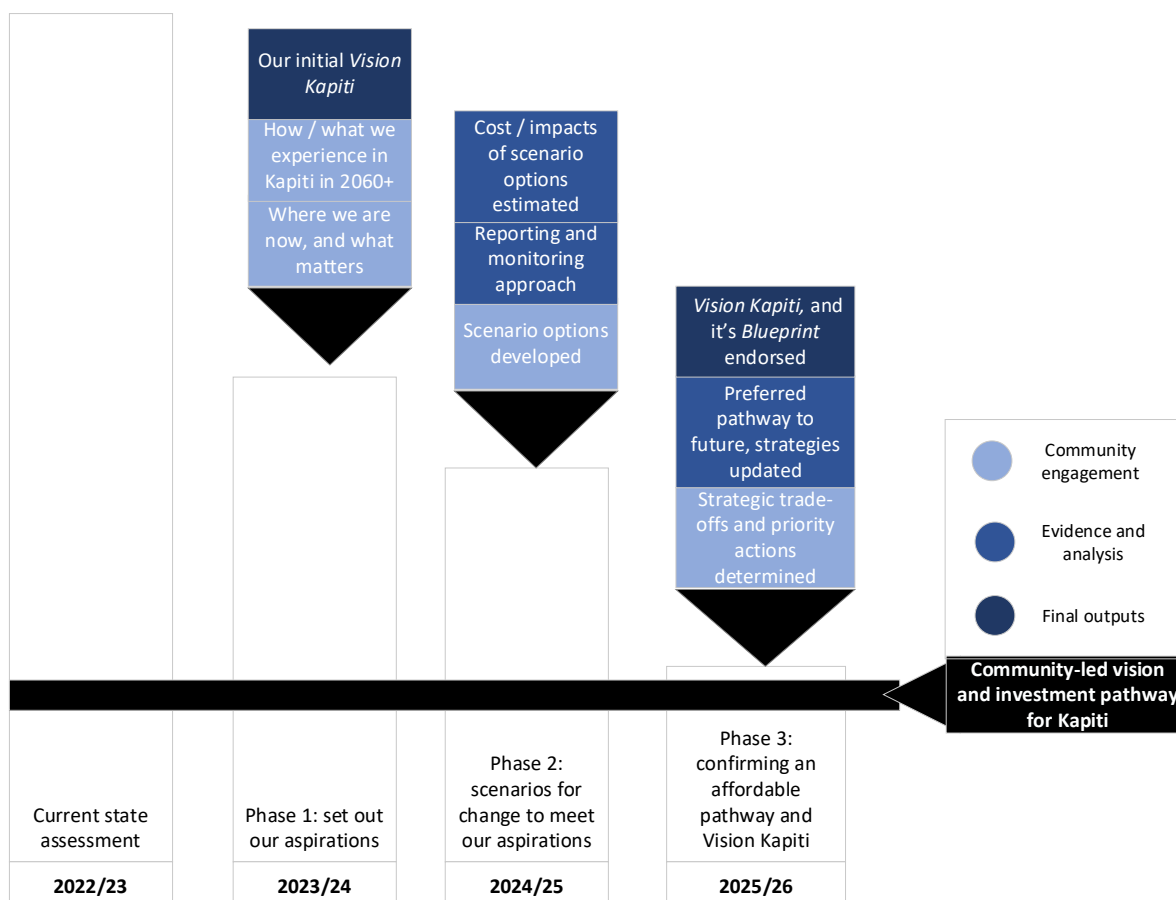
TAUNAKITANGA | RECOMMENDATIONS

- A. **Endorse** the community engagement approach for developing Vision Kāpiti (Attachment 1) and outlined in paragraphs 12 to 16, including that:
 - Community engagement at local and district level is led by Elected Members, supported by staff.
 - Monthly feedback sessions will be used to incorporate feedback into our evolving thinking on Vision Kāpiti.
- B. **Agree** to refer to work on the vision and blueprint as 'Vision Kapiti', and for local area vision work to be referred to as 'Vision [local area name]'
- C. **Note** that on 23 May 2023 we will discuss the refresh of the District outcomes and performance framework, and finalise local area and district information packs for upcoming engagements, along with media and communications that will support this work.

TŪĀPAPA | BACKGROUND

- 4 On 9 March 2023, the Committee confirmed Council's intention to co-design the development of a vision and strategy for the Kāpiti District through three primary stages through to June 2025/26; see Diagram 1 overleaf. Of note:
 - 4.1 **Phase 1, 2023/24: our aspirations**, involves initial engagement with as many parts of the community as possible, at district and local level. Initial outputs will include infographics that visually articulate community aspirations at district and local levels. This phase is focused on future thinking, and what change we would like to see through the short to long term. Practical considerations of how much it will cost; or complexity involved in 'getting there' will not be set out in this phase.
 - 4.2 **Phase 2, 2024/25: scenarios for change**, introduces a more practical lens around the potential pathways to shift from today through to meeting these aspirations, in 2060+ (including changes to our operating strategies); sets out the cost and timeframes required to successfully implement change; and outlines how we will measure success.
 - 4.3 **Phase 3, 2025/26: confirming an affordable pathway**, assesses the strategic choices and trade-offs necessary to meet the aspirations set for 2060+; identifies a preferred pathway for change, based on community feedback and evidence; and will finalise *Vision Kāpiti*, and its underpinning *Blueprint* with actions for change in the short, medium, and long-term.

Diagram 1: overview of codesign approach for developing *Vision Kāpiti*



- 5 When finalised, *Vision Kāpiti* will set out a collective position of the communities' views on:
 - 5.1 The priorities for the 2024-44 Long-Term Plan (LTP), including feedback on the top 10 priorities that Councillors released on 6 April 2023. The priorities were developed on the basis of community feedback to Elected Members.
 - 5.2 The most important 'needs' in our communities based on the elements of the Doughnut Economic Model: place, people, and partnership (this framework was endorsed by the Committee on 6 April); and where we need to do more, the same or less to meet these needs in the short, medium, and long-term. These 'needs' have been informed by community views on local and district outcomes from 2003/04 and 2007/08; there is value in checking that these have not changed over the last two decades.
 - 5.3 How we would like residents of 2060 and beyond to experience Kāpiti, to provide direction for the activity that the Council undertakes through the next couple of decades.
- 6 Landing *Vision Kāpiti* 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 where people, businesses, the community, and environment are supported to thrive no matter what comes our way. The direction set in the LTP will be well aligned with work progressing through *Vision Kāpiti*, while providing the immediate direction and focus needed for short-term activity and guiding any change in direction beyond existing business as usual.
- 7 The Committee also endorsed a best-practice approach for developing *Vision Kāpiti*, based on five key elements of a collective impact model:

Element	Action	Month	Status
1. Vision and blueprint	Land detailed design and approach for progressing community visioning work at township and District-wide level.	(initial) March 2023	Completed 9 March
	Development of an interim narrative for the LTP 2024-44.	November 2023	Not started
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.	(initial) May 2023	Briefing on 23 May, and Report to the next Committee meeting (8 June)
	Council 'top 10' priorities released for feedback	May 2023	Completed 6 April
	Confirmation of proposed priorities for the LTP 2024-44.	November 2023	Underway
3. Strategies and roadmap	Operational strategy review - assess existing strategies for alignment to vision and desired outcome changes; and identify new strategies required.	(Begins) July 2023	Not started
	Develop scenarios for achieving vision and desired outcome change in the medium to long term. This will include cost-benefit analysis.	(Begins) July/August 2023	Not started
4. Engagement	Land focus questions for vision, and communication of the vision.	End March 2023	Completed 6 April
	Land engagement approach and blueprint to the community.	May 2023	For discussion today, 18 May
5. KCDC operational support	Provide advice and support to shape and develop the approach.	Ongoing through to July 2025	Underway

- 8 In April, Elected Members agreed that multiple engagement approaches are preferred to ensure it is easy for the community to get involved. For example, a range of options such as social media, public events, online webinars, and Q&A's.
- 9 Three 'information' A3's are now also available to support communication of *Vision Kāpiti*:
- 9.1 Explaining why we need a Vision and Blueprint for Kāpiti for upcoming engagements (Appendix 1 of 6 April paper).
- 9.2 Clarifying 'what we need to talk about to land a shared vision and strategy, and who and how we plan to do so (Appendix 2 of 6 April paper).
- 9.3 Sharing the Council's top 10 priority areas through the triennium, 2024-44. They will focus effort across the triennium to 2025/26 and be accompanied by a suite of annual actions that ensure change is implemented. These priorities are now publicly available on Council's [website](#).
- 10 In April 2023, the Committee noted that a further update would be made on 18 May 2023 on the initial assessment of local 'needs' for each ward, and the district as a whole; and schedule of engagements at local and district level. This is provided in the next section of this paper.

HE KŌRERORERO | DISCUSSION

- 11 Over the past month, Council staff have developed the additional outputs committed to at the 6 April meeting:

11.1 Tables of local needs by township, and for the district as a whole

These will be shared with Elected Members in advance of the 23 May 2023 interactive briefing, where feedback will be sought.

11.2 A schedule of engagement

This is discussed further below.

Engagement plan – focus, location, and schedule

12 Elected Members are leading the community engagement process to develop *Vision Kāpiti*, supported by staff. This work will be informed by Elected Members feedback on:

- 12.1 who in their communities they are currently connected and engaging with;
- 12.2 the full range of groups and stakeholders that we need to be engaged with; and
- 12.3 the gaps in current engagement.

Regular, monthly, discussion with Councillors and community boards on these points will inform the engagement calendar.

13 A high-level engagement plan is laid out in **Attachment 1** and is discussed below. This engagement process will have two main streams:

- A programme of district-wide engagement.
- Local level engagement.

District wide

13.1 An initial programme of planned District-wide engagement on key topic areas, as part of Phase 1 work (refer to paragraph 4), through to June 2024 includes:

Month	Library labs (Paraparaumu, Waikanae, Otaki, Paekakariki)	Pool drop-ins (Otaki, Paraparaumu)	Community centres	Business events	Schools
July 2023	<ul style="list-style-type: none"> • Council priorities • Health, housing 	<ul style="list-style-type: none"> • Council priorities • Values-based decisions 		<ul style="list-style-type: none"> • Council priorities • Values-based decisions 	<ul style="list-style-type: none"> • Council priorities
August 2023		<ul style="list-style-type: none"> • Health 	<ul style="list-style-type: none"> • Council priorities • Housing, Health 	<ul style="list-style-type: none"> • Sustainability - food, energy, and health 	<ul style="list-style-type: none"> • Health, food, and education
September 2023	<ul style="list-style-type: none"> • Sustainability - food, energy, and health 	<ul style="list-style-type: none"> • Sustainability - food, energy 		<ul style="list-style-type: none"> • Networks incl transport 	
October 2023	<ul style="list-style-type: none"> • Networks incl transport • Values-based decisions 		<ul style="list-style-type: none"> • Sustainability - food, energy, and health 	<ul style="list-style-type: none"> • Education, social equity 	<ul style="list-style-type: none"> • Housing, networks
November 2023	<ul style="list-style-type: none"> • Education, social equity 	<ul style="list-style-type: none"> • Education, social equity 	<ul style="list-style-type: none"> • Networks incl transport 	<ul style="list-style-type: none"> • Housing, networks 	
December 2023	<ul style="list-style-type: none"> • Safety and participation 			<ul style="list-style-type: none"> • Safety and participation 	<ul style="list-style-type: none"> • Land use and Kāpiti character

Month	Library labs (Paraparaumu, Waikanae, Otaki, Paekakariki)	Pool drop-ins (Otaki, Paraparaumu)	Community centres	Business events	Schools
February 2024	<ul style="list-style-type: none"> Land use and Kāpiti character 	<ul style="list-style-type: none"> Climate change and environment¹ 		<ul style="list-style-type: none"> Land use and Kāpiti character 	<ul style="list-style-type: none"> Safety and participation
March 2024	<ul style="list-style-type: none"> Climate change and environment 		<ul style="list-style-type: none"> Land use and Kāpiti character 	<ul style="list-style-type: none"> Climate change and environment 	
April 2024		<ul style="list-style-type: none"> Land use and Kāpiti character 		<ul style="list-style-type: none"> Water, and air quality 	<ul style="list-style-type: none"> Climate change and environment
May 2024	<ul style="list-style-type: none"> Water, and air quality 		<ul style="list-style-type: none"> Water, and air quality 		
June 2024	<ul style="list-style-type: none"> Vision Kāpiti aspirations 	<ul style="list-style-type: none"> Vision Kāpiti aspirations 	<ul style="list-style-type: none"> Vision Kāpiti aspirations 	<ul style="list-style-type: none"> Vision Kāpiti aspirations 	<ul style="list-style-type: none"> Vision Kāpiti aspirations

- 13.2 While engagement will be led by Elected Members, Council staff will support Elected Members to plan and execute their engagement activities. For example, Council staff will stand up a Futures Lab (Lab), initially in the Paraparaumu Library (June 2023), and develop a schedule of monthly engagements at each Library around the district. The Lab will move around the district, and its location will depend on the nature of the month's topic. It will include drop-in sessions at libraries and pools around the district and visits to schools. The Lab will be facilitated by Council staff but be Councillor-led.
- 13.3 The first month of districtwide discussions will focus on the Council's priorities for the Triennium, to enable these to be discussed ahead of the development of the *Long-term Plan 2024*. The monthly sessions will be topic-based, exploring the range of community needs outlined in the doughnut economic model that are underpinning our strategic framework.
- 13.4 To ensure a manageable pace, no more than one session per week will be held; and topics will be circulated across locations to share feedback to-date and to build upon ideas across the district. Councillors would be involved in one event per fortnight (note the schedule will be confirmed at the 23 May briefing). Following agreement of the schedule, agreement on media and communication of the schedule and planned events will be landed.

Local level

- 13.5 Community Boards will also develop a vision for their local area; we propose this would be titled 'Vision [local area]'. For example, Otaki Community Board would develop *Vision Otaki*.
- 13.6 Community Boards will plan and undertake engagement with their local communities in a manner that they determine best suits their community. Community Boards will likely engage through a mix of survey, in person engagements, and group events.
- 13.7 Council staff from the Strategy and Growth Group will work with each Community Board to support their development of an engagement approach and schedule (plan) at local area level. An initial discussion with the Otaki Community Board has already occurred, and meetings are planned with the remaining Community Boards in coming weeks.

¹ Note that the timing of wider engagement on Climate and Environment topics enables work to have progressed with 'think tank' groups through to December 2023. The ideas posed can then be tested through early 2024 engagement.

- 13.8 Supporting material will be provided to all Elected Members to help shape discussions and explain the processes we are undertaking. Council staff are developing local level collateral using the outputs of Council's previous interactive workshops – including local infographics and outcomes/needs tables.
- 13.9 We intend to discuss how we can best support your engagement at the 23 May 2023 briefing. A draft engagement pack will be provided in advance of this session which will be worked through and refined in the briefing.
- 14 It is intended that feedback from the engagement process shapes the ongoing development and refinement of *Vision Kāpiti* and the *Blueprint*. This will be facilitated through monthly download sessions, which will be incorporated into our ongoing series of interactive briefings with Elected Members.
- 15 To support future focused work, record of high-level feedback themes and demographic information of individuals and groups will be maintained by Council staff via this process. The feedback received in these sessions will inform shaping of the strategic visioning documents, including infographics and engagement material.
- 16 Further to this, a benefit of the planned engagement approach will be that communities can see how their feedback informs the development of *Vision Kāpiti* and where there are differing views from across the community (which may influence the overall themes that are emerging). This will help to address feedback from some residents around the need to 'close the loop' on engagement, and what happens to the ideas that they have provided.

Next Steps

- 17 We have an interactive briefing scheduled for 23 May 2023 to discuss the progress we are making on our draft outcomes' framework, however as noted above, we will also refine the information pack that will support the engagement approach; and land an agreed approach for media and communications to support this work.

He take | Issues

- 18 Not applicable.

Ngā kōwhiringa | Options

- 19 Not applicable.

Tangata whenua

- 20 Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga (Nga Hapu o Ōtaki) and 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. Our mana whenua partners are also undertaking a range of engagement:
- 20.1 Ngāti Toa Rangatira are holding their first Wananga in May 2023. Insights and feedback from this 'citizen-assembly' styled hui will inform feedback themes for local and districtwide work.
- 20.2 Te Ātiawa ki Whakarongotai will also be undertaking community engagement on key topics, including to support the Kāpiti Whaitua process. Insights and feedback from this work will inform feedback and themes for local and districtwide work.
- 20.3 Ngāti Raukawa ki te Tonga (Nga Hapu o Ōtaki) is working jointly with the Otaki Community Board to engage the Otaki community on its future. The output of this work will inform feedback themes for local and districtwide work, and also inform development of the vision for the Otaki Complex Development Opportunity work that is progressing with regional partners.

- 21 We propose that, as themes from engagement emerge, through Te Whakaminenga o Kāpiti we work with mana whenua partners to ensure a Te Ao Maori worldview shapes *Vision Kāpiti*.

Panonitanga āhuarangi | Climate change

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

Ahumoni me ngā rawa | Financial and resourcing

- 23 Council will provide a budget of \$500 per Community Board to support engagement activities and provide Council staff support where needed. Council will cover the cost of producing infographics for all local areas and at district level (note, a single provider will be secured to support work across the district). Council will support release of engagement schedules through media releases, facebook, and other online tools.

Ture me ngā Tūraru | Legal and risk

- 24 There is no legal risk associated with this report.

Ngā pānga ki ngā kaupapa here | Policy impact

- 25 Not applicable.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

- 26 The development of an engagement plan is the substantial discussion of this report.

Whakatairanga | Publicity

- 27 Opportunities for media advisories and video content to report back to community on emerging themes will be explored through monthly engagement feedback sessions.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Attachment 1 - Vision Kapiti engagement plan approach [↓](#)

Engagement plan for the visioning process May 2023

ELECTED MEMBER ENGAGEMENT OBJECTIVES

From your discussions in March and April, you have indicated that you want to:

- change the way Council engages with the community to enable opportunities for people to be more informed and involved in your mahi
- hold yourselves to account for the commitments Council makes to the community
- close the loop on the feedback you receive and better explain the ‘why’ behind the decisions you make
- develop some values-based principles for engagement.

HIGH LEVEL PRINCIPLES FOR ENGAGEMENT

All engagement activity and outputs contribute to the level of trust and confidence people have in Council and influences their willingness to engage. On this basis, all engagement activity needs to be purposeful, values-based, and:

- Clear, accessible, and timely
- Authentic
- Respectful
- Relevant - attuned to what’s going on in our communities and emerging issues
- Cost-effective

THE APPROACH

As per your SOF papers dated 9 March and 6 April 2023, this is a co-design process with the community. This phase of the co-design process (phase 1) is all about listening. The creation of a district-wide vision involves two levels of engagement one at a districtwide level (facilitated by Council Officers but Councillor led) and the other is at a local level (facilitated and led by Councillors and Community Boards) that may involve local events, drop-in sessions, meeting with community interest groups, social media, interactive artwork/storytelling, intercept interviews, focus groups etc.

Engagement Pack

Councillors and Community Boards will be provided with an engagement pack that will include: the three phased approach, key messaging about the vision work and why it’s important, key facts about a locality, environmental scan, A3 material we have already discussed in workshops, results of workshop discussions including local and districtwide visions and needs, a schedule for districtwide engagement, a stakeholder list, key questions to ask, a form to capture feedback from each session, and social media guidance.

ROLES AND RESPONSIBILITIES

COUNCILLORS	COMMUNITY BOARDS	COUNCIL OFFICERS
<ul style="list-style-type: none"> • Attend Futures Lab for districtwide community engagement (location will move around the district). • Use your own social media presence to inform and engage the community, i.e. Facebook live. • Encourage participation by sharing Council and Community Board social media posts • Meet with and gather feedback from your existing networks. • Participate in our monthly strategy sessions to help shape a districtwide vision, outcomes and strategy. 	<ul style="list-style-type: none"> • Decide the approach your board wants to take and develop an engagement plan, then share it with Council Officers who can help encourage participation and support your engagement activity. • Use your own social media and reach out to your networks to inform and encourage your community to get involved. • All engagement feedback will need to be captured by the board and themed up for Council Officers. • Board members are encouraged to report back regularly to their community on what you are hearing (e.g. video, newspaper columns) • Participate in our monthly strategy sessions to help ensure your community’s input is reflected in our districtwide vision, outcomes and strategy. 	<ul style="list-style-type: none"> • Develop an engagement pack for councillors • Stand up the districtwide Futures Lab (that will move around the district) and support Councillors discussions on key topics. • Stand up web content about the visioning process and ‘Have your say’ (our online engagement platform) to enable people share their ideas (elected members can like or comment on ideas) • Maintain and publish a shared community engagement calendar. • Provide up to \$500 per Community Board for resources to support event-based engagement activity, i.e. kai for a sausage sizzle. • Set up monthly drop-in sessions for Councillors to engage with the community. • Organise monthly strategy sessions for elected members to report back on key themes emerging. • Promote opportunities for our community to get involved via our established Council communications channels • Explore opportunities to run Facebook live event(s) on our Council Facebook page. • Provide advice and support to help elected members maximise their own digital presence. • Provide access to graphic design and printing services as well as the development of infographics for local visions. • Support Councillors to launch the visioning project and report back regularly to the community via established channels, i.e. media, website, social media. <p>Out of scope:</p> <ul style="list-style-type: none"> • Council officers will not take notes at engagement events.

Engagement plan for the visioning process May 2023

KEY MESSAGES ABOUT THE VISIONING PROJECT

- Understanding what matters most to whanau and communities and what they want their future Kāpiti to look like in 30+ years’ time is important to this Council.
- Over the next 18 months, we plan to engage with you to develop a shared vision, and to help us understand what the appetite is for change in Kāpiti over time as we continue to grow as a district and face global, national and local challenges such as climate change and sea-level rise, global recessions, and to respond to how people want to live, work and play in our district in the future.
- Vision Kāpiti aims to identify what’s important or not working now, what changes people want to see (and the priority of these), and what they want their future Kāpiti to be like in 2060 and beyond.
- Your feedback is important to us and we want to hear about the things that are important to you and your mokopuna and tamariki. Through our conversations we will develop a vision and blueprint for our district that is purposeful and has meaning for all the people that call Kāpiti home.
- This is just the beginning. We are committed to listening to your thoughts and aspirations and reporting back on our progress regularly – join the korero and tell us what matters most.

Context

- You’ve told us that you want to be more involved in Council decisions around where our district is heading and we are committed to making sure you have the opportunity to do this.
- Through conversation we will gain a better understanding of what matters most to our communities both now and as we look to the future. This will help inform a ‘vision and strategy for our district’ that will set out a what we need to do right now, and over the next couple of decades to reach the future we all want.
- Your input will inform the Long-term Plan and what activities and priorities Council delivers on

How/where to have your say

- Having Your Say online engagement tool is easy, anonymous, and open to all – we want to hear from as many people in our community as possible, not just a few.
- Your elected representatives will be out and about in your community inviting you to have your say.
- Prefer to have your say online? Visit [Have Your Say | Kāpiti Coast \(Kāpiticoast.govt.nz\)](https://www.kapiticoast.govt.nz) and tell us what matters most.
- Visiting our pools, libraries or Council services centres? Post a sticky on our ‘what matters most’ info boards or fill in a short survey and pop it in the box.
- Your input will help shape what we do, and we will come back to you to let you know what options the majority of the community want us to do and why.

KEY LOCAL ENGAGEMENT ACTIVITIES

May 2023 to June 2023

- Each Community Board develops their own engagement plan and shares with Council Officers
- Launch visioning project
 - Councillors corner stood up on Council website
 - Have Your Say online engagement tool stood up
 - Councillors and Community Boards setting their engagement schedules with key stakeholders
- Invite feedback on values for engagement, the vision for the future, needs/outcomes and most importantly the ten priorities.
- Media advisories and video content to report back to community on emerging themes.



June 2023 – Oct/Nov 2023

- Community Board grassroots engagement continues:
 - Councillors reaching out to their networks.
 - Councillor-led drop in sessions
 - Monthly Strategy sessions
 - Facebook live events
 - Media advisories and video content to report back to community on emerging themes.
- Invite ideas and feedback on local and districtwide visions (test and re-test) and invite feedback on what we should prioritise.
- Theme up feedback for Council Officers.



Oct/Nov 2023 – May 2024 and beyond (a more detailed plan will be developed for this timeframe to align with the Long-term Plan process and beyond to mid 2025)

- Council Officers translate the draft vision, needs and priorities into the draft Long-term Plan process.
- Develop the blueprint in an interactive form for the public to engage with.

ROSTERED DISTRICTWIDE ENGAGEMENT OF COUNCILLORS ON A ROLLING MONTHLY BASIS AT FUTURE LAB IN THE LIBRARY (INITIALLY)

8.3 PERFORMANCE REPORT FOR THE PERIOD ENDING 31 MARCH 2023

Kaituhi | Author: **Sheryl Gavin, Manager Corporate Planning and Reporting- Te Kaiwhakahaere Raton**

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

TE PŪTAKE | PURPOSE

- 1 This report details Council's financial and non-financial performance for the nine months ended 31 March 2023.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 An Executive Summary is not required for this report.

TE TUKU HAEPAPA | DELEGATION

- 3 The Strategy, Operations and Finance Committee has delegated authority to consider this under section B.1. of the 2022-2025 Triennium Governance Structure and Delegations including 'overviewing strategic programmes' and 'financial management including risk mitigation'.

TAUNAKITANGA | RECOMMENDATIONS

It is recommended that the Strategy, Operations and Finance Committee:

- A. Receives this report, and
- B. Notes the Council's financial and non-financial performance for the nine months ended 31 March 2023, as attached in Appendix 1 to this report.

TŪĀPAPA | BACKGROUND

- 4 Financial and non-financial performance is currently reported in three stages – the half-year report (quarters 1 and 2 of the financial year), the nine months ended 31 March (quarters 1, 2 and 3), and the full year results via the council's audited Annual Report and Summary Annual Report. The Annual Report is the only statutory requirement for performance reporting.
- 5 The Council's Performance Report for the first nine months of the financial year is attached as Appendix 1 to this report. This reports council's financial and non-financial performance along with the results of the third quarter residents' opinion survey.
- 6 It is important to note that all results are year-to-date. 30 non-financial performance measures are annual and are not due to be measured until the end of the year (June 30, 2023). They are therefore excluded from achievement calculations.

HE KŌRERORERO | DISCUSSION

He take | Issues

Performance Measures, Projects, and Financials

- 7 78 percent of Council's non-financial performance measures were achieved. This is an increase on the half-year result.
- 8 83 percent of the Council's 2021- 41 Long Term Plan (LTP) key projects and initiatives are on track for the reporting period.

- 9 Mainstream revenue (mainly rates, user fees and charges) was in line with budget and operating expenses were \$1.9m below budget, mainly reflecting temporary timing differences of planned expenditure.
- 10 Year-to-date capex spend was in line with budget but is expected to be \$15.6 million below budget at year end due to continued supply and delivery constraints.
- 11 Net debt was \$192 million (187.3% of operating income) at 31 March 2023, well below the preferred limit of 250% as set out in the LTP.

Residents' opinion

- 12 The overall adjusted satisfaction score in quarter three of 2022-23 was 67 percent. Compared to the half-year result, satisfaction has increased by 14%.
- 13 Residents' value for money satisfaction remained equal to Q3 2021/22 and continues to be a key factor influencing overall satisfaction.
- 14 Trust in the Council to do the right thing remains a key factor influencing overall satisfaction, for the second consecutive quarter, further indicating that trust is becoming increasingly important.

Performance framework development

- 15 Current performance measures were set through the current LTP and remain in place until 30 June 2024. The Vision 2060 programme will lead the development of an integrated performance framework that will likely change what we measure, when we measure it, and perhaps when the results are reported.

Ngā kōwhiringa | Options

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

Tangata whenua

- 17 There are no tāngata whenua matters in addition to those already outlined in this report.

Panonitanga āhuarangi | Climate change

- 18 There are no climate change matters in addition to those already outlined in this report.

Ahumoni me ngā rawa | Financial and resourcing

- 19 There are no financial and resourcing matters in addition to those already outlined in this report.

Ture me ngā Tūraru | Legal and risk

- 20 There are no legal and risk matters in addition to those already outlined in this report.

Ngā pānga ki ngā kaupapa here | Policy impact

- 21 There are no policy impacts arising directly from this report.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

- 22 There is no engagement planning required for this report.

Whakatairanga | Publicity

23 Appendix 1 to this report will be made publicly available on the Council's website.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Council Performance Report for the nine months ended 31 March 2023 [↓](#)

8.4 MAHARA GALLERY OPEX RESOLUTION - REPORT BACK

Kaituhi | Author: **Mike Mendonça, Acting Group Manager Place and Space**

Kaiwhakamana | Authoriser: **Mike Mendonça, Acting Group Manager Place and Space**

TE PŪTAKE | PURPOSE

- 1 At the Strategy and Operations Committee meeting on 22 September 2022 the Committee resolved [to]:

Instruct[s] the Chief Executive to start an internal review in relation to the Mahara Gallery project cost shortfall. That the review be brought back to the new Council.

- 2 This report is the follow up to that resolution.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 3 Not required.

TE TUKU HAEPAPA | DELEGATION

- 4 The Strategy, Operations and Finance Committee has the delegation to consider this matter.

TAUNAKITANGA | RECOMMENDATIONS

- A. That the Committee notes the report (attached).

TŪĀPAPA | BACKGROUND

- 5 In September 2022 the Strategy and Operations Committee considered a report to fund projects and initiatives as part of the Three Waters Reform Better Off Funding. Mahara Gallery operational funding was considered as part of this report.
- 6 As a result of that consideration, the Chief Executive was instructed to review the cost shortfall for the Gallery, and to report back to the new Council.

HE KŌRERORERO | DISCUSSION

- 7 A brief report has been completed and is attached.

He take | Issues

- 8 Key issues findings and recommendations are outlined in the attachment. These are already being implemented through the programme of asset management plans that are being prepared to Council in advance of the Long-Term Plan.

Ngā kōwhiringa | Options

Tangata whenua

- 9 The findings are fundamentally around the identification of operating costs associated with capital investment, and early communication with Elected Members. These principles should also apply when officers are engaging with Tangata whenua, this is currently under action.

Panonitanga āhuarangi | Climate change

- 10 This report does not substantively relate to climate change issues.

Ahumoni me ngā rawa | Financial and resourcing

- 11 The financial implications are set out in the report. Ongoing funding for the Mahara Gallery will be the subject of Long-Term Plan deliberations.

Ture me ngā Tūraru | Legal and risk

Ngā pānga ki ngā kaupapa here | Policy impact

- 12 As outlined in the report, the Long-Term Plan business case template will include the operating impacts of capital projects.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

- 13 No additional engagement is planned around this specific report.

Te mahere tūhono | Engagement planning

- 14 Not required.

Whakatairanga | Publicity

- 15 Not required.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Internal Review Mahara Gallery Opex [↓](#)

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 6 April 2023 be accepted as a true and correct record.

APPENDICES

1. Minutes of Strategy, Operations and Finance Committee 6 April 2023 [↓](#)

10 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
10.1 - Confirmation of Minutes	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

11 KARAKIA WHAKAMUTUNGA | CLOSING KARAKIA