



# **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, 13 July 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 13 July 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 (André Baker or Janine Huxford or Christopher Gerretzen)	Member

## Te Raupapa Take | Order Of Business

1	<b>Nau Mai   Welcome</b> .....	5
2	<b>Karakia a te Kaunihera   Council Blessing</b> .....	5
3	<b>Whakapāha   Apologies</b> .....	5
4	<b>Te Tauākī o Te Whaitake ki ngā Mea o te Rārangi Take   Declarations of Interest Relating to Items on the Agenda</b> .....	5
5	<b>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</b> .....	5
6	<b>Ngā Take a Ngā Mema   Members' Business</b> .....	5
7	<b>He Kōrero Hou   Updates</b> .....	5
	Nil	
8	<b>Pūrongo   Reports</b> .....	6
	8.1 Six month update - Economic Development Kotahitanga Board.....	6
	8.2 Council Policy Work Programme 2021-2024 Progress Update.....	17
	8.3 Overview of the Zeal Contract.....	23
9	<b>Te Whakaū i ngā Āmiki   Confirmation of Minutes</b> .....	32
	9.1 Confirmation of Minutes .....	32
10	<b>Te Whakaūnga o Ngā Āmiki Kāore e Wātea ki te Marea   Confirmation of Public Excluded Minutes</b> .....	39
	10.1 Confirmation of Minutes .....	39
11	<b>Closing karakia</b> .....	40



**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 SIX MONTH UPDATE - ECONOMIC DEVELOPMENT KOTAHITANGA BOARD

Kaituhi | Author: **Mark Ward, Economic Development Manager**

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

#### TE PŪTAKE | PURPOSE

- 1 This report provides a six-month update from the Chair of the Economic Development Kotahitanga Board on the implementation of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23.
- 2 The report also seeks to extend the term of the Economic Development Kotahitanga Board to 30 June 2024 to ensure continuity during the refresh of the Kāpiti Coast Economic Development Strategy.

#### HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 3 An executive summary is not required for this report.

#### TE TUKU HAEPAPA | DELEGATION

- 4 The Strategy, Operations and Finance Committee have delegated authority to consider this report.

#### TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Receives the six-monthly update from the Economic Development Kotahitanga Board Independent Chair, Neil Mackay and notes the progress made in the implementation of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23.
- B. Approves the extension of contracts for the current members of the Economic Development Kotahitanga Board to 30 June 2024 to ensure continuity during the refresh of the current Kāpiti Coast Economic Development Strategy.

#### TŪĀPAPA | BACKGROUND

- 5 In July 2020, Council approved the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23 (the Strategy). This included approval to establish the Economic Development Kotahitanga Board (EDKB), with Neil Mackay appointed as Independent Chair for an initial 12-month term. This has been subsequently extended on an annual basis by the Strategy and Operations Committee in the previous triennium. The EDKB is required to provide six monthly updates to the Strategy, Operations and Finance Committee (Committee).
- 6 The Strategy has now reached its final year of implementation and a process has commenced to review the current strategy, with a refreshed strategy proposed to be approved by Council in 2023-24. The review process will be in conjunction with Council's Visioning and Long-Term Plan processes and will include consultation with Iwi, business, the community, and relevant government agencies.
- 7 The Terms of Reference for the EDKB were approved as part of the Strategy by Council and this is the fifth update provided.
- 8 The other members of the EDKB were appointed for a three-year term in November 2020, with their current appointments due to expire in November 2023. Appointments were made

by a panel including the EDKB Independent Chair and the Chair of the Strategy and Operations Committee.

## HE KÖRERORERO | DISCUSSION

- 9 In accordance with the EDKB Terms of Reference, a six-month report is attached from Neil Mackay, Independent Chair EDKB (see Attachment two). The report outlines progress made in the implementation of the plan and provides an update on key priorities for the next 12 months.
- 10 As highlighted in the EDKB report, the Board is also undertaking an initial assessment to consider potential operational models for the EDKB and better understand any required operational capability.
- 11 In addition to the six-month update, the following table (Table 1) provides an update on the key measures in the strategy. The results are sourced from the Quarterly Economic Monitor provided by Infometrics and covers the 12-month period to 31 March 2023.

**Table 1: Kāpiti Coast ED Strategy Measurement of Impacts**

Measure	Kāpiti March 2021	Kāpiti March 2022	Kāpiti March 2023	Change Since 2022	NZ March 2021	NZ March 2022	NZ March 2023	Change Since 2022
<b>Employment growth</b>								
Employment (by place of residence)	21,789	22,452	23,017	2.5%	2,205,325	2,264,462	2,315,309	2.2%
Unemployment rate (%)	3.8	2.6	2.5	-0.1%	4.7	3.4	3.4	-
<b>GDP Growth (x1,000)</b>								
GDP (\$ m)	2,371	2,539	2,608	2.7%	339,577	357,559	367,926	2.9%

- 12 Data shows continued positive trends in results over the last 2 years, despite the ongoing impacts of the COVID pandemic and general inflationary pressure. GDP in Kāpiti was provisionally up 2.7% for the year to March 2023, compared to a year earlier. Growth was higher than in Wellington Region (1.9%) and was marginally lower than in New Zealand (2.9%). Provisional GDP was \$2,608 million in Kāpiti Coast District for the year to March 2023 (2022 prices). Annual GDP growth in Kāpiti Coast District peaked at 10.2% in the year to June 2021.
- 13 Table 1 shows that for the 12 months to 31 March 2023 the number of people in employment in Kāpiti increased by 2.5%, with the unemployment rate decreasing by 0.1% to 2.5%. Employment growth is stronger than the national average of 2.2% and unemployment is lower than the national result of 3.4%. 23,017 people living in Kāpiti Coast District were employed in the year to March 2023, with annual employment growth peaking at 5.2% in the year to March 2020.
- 14 Previous downward momentum has now moved into a period of stabilisation in Jobseeker Support numbers, settling at around 5.4% of the working age population, up from an average of 4.5% in 2019 and 4.7% immediately before the original Level 4 lockdown.
- 15 The industries making the largest contribution to employment growth on the Kāpiti Coast are: Public Administration, Professionals, Scientific and Technical Services, and Administrative and Support Services.
- 16 Tourism expenditure in the Kāpiti Coast District increased by 8.5% in the year to March 2023, compared to a year earlier. Total tourism expenditure was approximately \$115 million

in Kāpiti Coast District during the year to March 2023, which was up from \$106 million a year ago.

### Board Appointments

- 17 The current EDKB membership is made up as follows:
- Independent Chair: Neil Mackay
  - Ngāti Raukawa ki te Tonga and Ngā Hapū o Ōtaki representative: Kim Tahiwī
  - Te Ātiawa ki Whakarongotai representative: Russell Spratt
  - Ngāti Toa Rangatira representative: awaiting details of new representative
  - Independent Member: Hillmare Shultz
  - Independent Member: Scott Houston
  - Independent Member: Vacant
  - Council ex-officio representative: Cr Liz Koh
- 18 It is noted that there is one current vacancy on the EDKB, an independent member following the resignation of Chris Claridge due to other commitments. Ngāti Toa have confirmed a new representative will be announced following their Board's approval, and the appointment of a new independent member to be reviewed by the EDKB Chair based on the current work programme of the EDKB.
- 19 The current 12-month appointment for Neil Mackay as the Independent Chair is set to expire in July 2023, with the appointment of the remaining EDKB members expiring in November 2023. As outlined in the six-monthly update from the Chair, the EDKB has commenced a review of the Economic Development Strategy as well as assessing options for the ongoing operating model of the EDKB. This work is likely to continue throughout the 2023/24 financial year and it is recommended that the existing contracts for all members including the Independent Chair are extended to 30 June 2024. This is to ensure continuity through this process and pending the completion of the review of the Economic Development Strategy and EDKB operating model.
- 20 Any appointment made to either of the vacant positions on the EDKB will be subject to agreement with the Chair of the Strategy, Operations and Finance Committee.

### He take | Issues

- 21 No issues to report

### Ngā kōwhiringa | Options

- 22 Options are set out in the table below.

Kōwhiringa   Options	Hua   Benefits	Tūraru   Risks
<b>Option A (recommended)</b> Re-appointment of the board in full.	Current board is familiar with the Economic Development strategy and work streams.	The current vacancies on the EDKB are not able to be recruited given the shortened board term.
<b>Option B</b> Do not re-appoint the board and seek new applicants.	New perspectives and skills could be brought to the strategy refresh and projects.	Loss of background knowledge and established connections.  Suitable candidates may not be found.

### Mana whenua

- 23 Representation from each of Council's three iwi partners - Ngāti Raukawa ki te Tonga, Te Ātiawa ki Whakarongotai, and Ngāti Toa Rangatira - is included in the EDKB. There is a current vacancy in the Ngāti Toa representative position which the EDKB and Ngāti Toa are in the process of filling. The Ngāti Toa representative has been approved in principle by their Board, we expect this to be confirmed shortly.
- 24 The EDKB is currently working on a number of projects that have significant involvement from our iwi partners. These include working with Ngā Hapū o Ōtāki and landholders, and the Ministry of Primary Industries towards a regenerative food pilot project to optimise land-use in line with hapū aspirations.

### Panonitanga āhuarangi | Climate change

- 25 The Economic Development Team has established a network for sustainable businesses on the Kāpiti Coast: Pakihi Toitū o Kāpiti – *Sustainable Businesses*. The network currently has 75 local businesses as members and an online network and resource to support businesses on their pathway to sustainable practices. Workshops are planned over the next 3 months to cover sustainability, carbon emission reduction, and waste.
- 26 Further action to align areas for ongoing or increased economic development opportunities to support climate adaptation and mitigation steps in alignment with Council's priorities will be explored through the refresh of the Economic Development Strategy.

### Ahumoni me ngā rawa | Financial and resourcing

- 27 The EDKB is funded through the Economic Development Budget. There is sufficient budget in the 2023-24 Annual Plan to support the EDKB, with funding also sought from independent parties, such as Kanoa (MBIE) and Wellington NZ for specific projects.
- 28 Separate engagement will occur with Council as part of the review of the Economic Development Strategy in 2023/24, which will include discussion on potential funding and resourcing requirements to support the implementation of the strategy.

### Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

- 29 There are no legal and risk considerations for this report.

### Ngā pānga ki ngā kaupapa here | Policy impact

- 30 This report has been considered against the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020–23. The delivery of the Economic Development Strategy and Implementation Plan is in alignment with the advancement of the community outcomes set out in the Kāpiti Coast District Council's Long-Term Plan 2021-41, including "Our local economy is prosperous with ample opportunities for people to work and learn in Kāpiti".

## TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

### Te mahere tūhono | Engagement planning

- 31 An engagement plan is not needed to implement this decision.

### Whakatairanga | Publicity

- 32 The Economic Development Team will continue to work proactively with the EDKB and the Council Communications and Engagement Team to proactively promote the work being undertaken to implement the Strategy.

## NGĀ ĀPITI HANGA | ATTACHMENTS

1. EDS and Implementation Plan 2020-2023 Plan on a page [↓](#)
2. EDKB 6 monthly report\_June 23 - Neil Mackay [↓](#)

## Kāpiti Coast Economic Development Strategy – Strategic framework

Economic Development Strategy and Implementation Plan 2020–2023

Ngā moemoea / Vision: **Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all**

Ngā pou Pillar	 Kotahitanga <b>Strengthening partnerships and leadership</b>	 Manaakitanga <b>Supporting key sectors</b>	 Whānau <b>Growing skills and capability</b>	 Kaitiakitanga <b>Open for opportunity</b>	 Whakapapa <b>Positioning the Kāpiti Coast</b>
Ngā whāinga Aim	Delivery and implementation through strengthened partnerships and leadership and recognises the significant relationship with iwi as mana whenua	Grow industries and sectors that provide the most potential for supporting improved economic well-being	Enable employment, innovation, creativity and entrepreneurship and improve capacity for mana whenua participation	Facilitate quality growth that protects and enhances the District and its natural environment	Celebrate our rich culture, natural environment and identity and; highlight the opportunities and advantages of the Kāpiti Coast
Ngā mahi Actions	<ul style="list-style-type: none"> <li>Establish an Economic Development Kotahitanga Board and finalise the monitoring and reporting framework for the Strategy</li> <li>Support the development and delivery of an integrated COVID-19 recovery plan</li> <li>Support actions that enable mana whenua aspirations</li> <li>Advocate for new and improved essential infrastructure including electrification of rail to Ōtaki</li> <li>Support unique economic opportunities in our communities</li> <li>Advocate for increased access to affordable housing to support the growth and retention of local residents</li> </ul>	<ul style="list-style-type: none"> <li>Identify opportunities and barriers experienced by key sectors, including high growth sectors</li> <li>Develop a district-wide Destination Plan to support the growth of the visitor economy, including strengthened air linkages and supporting infrastructure such as the Kāpiti Gateway.</li> <li>Support the development and delivery of a Kāpiti Creative Industries Plan</li> <li>Facilitate and support the development of a Climate Change Strategy.</li> <li>Support development of industry led groups</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Workforce Plan including Youth Initiatives and opportunities for Māori, older people and people with disabilities</li> <li>Facilitate growth of international education</li> <li>Advocate for local tertiary and apprenticeship linkages</li> <li>Enhance business networking and training opportunities</li> <li>Develop a business investment and support matching programme</li> </ul>	<ul style="list-style-type: none"> <li>Ensure a welcoming and customer focused approach to council services</li> <li>Have a coordinated approach to the facilitation of key opportunities</li> <li>Ensure effective regulations and policies that support growth and protect our environment, including the District Plan</li> <li>Retain and attract businesses and agencies to the Kāpiti Coast</li> </ul>	<ul style="list-style-type: none"> <li>Develop and deliver the Kāpiti Coast Destination Story</li> <li>Facilitate and support major events</li> </ul>
Ngā whakaputa nga takawaenga Medium term outcomes	<ul style="list-style-type: none"> <li>Increased business engagement</li> <li>Increased advocacy for Kāpiti Coast</li> <li>Increase in Government investment into district</li> </ul>	<ul style="list-style-type: none"> <li>Targeted actions to support growth of key industries</li> <li>Growth of visitor economy</li> <li>Improved resilience, climate change awareness and education across key industries and businesses</li> <li>Industry led business groups established</li> </ul>	<ul style="list-style-type: none"> <li>Improved match between workforce needs and skills available</li> <li>Increase in employment and training pathways for young people, people with disabilities and Māori</li> <li>Increased business networking and awareness of training and support</li> </ul>	<ul style="list-style-type: none"> <li>Businesses recognise Kāpiti Coast as a great place to establish and grow</li> <li>Key industries and businesses feel supported</li> <li>More businesses and organisations actively considering the Kāpiti Coast</li> </ul>	<ul style="list-style-type: none"> <li>Increased awareness of the Kāpiti Coast as a destination</li> <li>Increase in number of attendees at major events delivered</li> </ul>
Ngā whakaputa nga roroa Longer term outcomes	<ul style="list-style-type: none"> <li>Increased infrastructure investment in Kāpiti Coast</li> <li>Mana whenua aspirations realised</li> </ul>	<ul style="list-style-type: none"> <li>Growth of key industries and businesses</li> <li>Reduction in emissions and increased climate resilience</li> <li>Sustainable multi-sector partnership and collaboration</li> </ul>	<ul style="list-style-type: none"> <li>Increase level of qualification attainment</li> <li>Decrease in proportion of young people/rangatahi not in education, employment or training (NEET)</li> <li>Decreased rates of unemployment</li> <li>Increase in investment into key industries and businesses</li> </ul>	<ul style="list-style-type: none"> <li>Growth of key industries and businesses</li> <li>Economic impacts and opportunities of key projects understood and realised</li> <li>Relocation of Government Offices to Kāpiti Coast (combined 200+ FTE)</li> </ul>	<ul style="list-style-type: none"> <li>Increase in visitor numbers and expenditure</li> <li>Increase in new businesses and residents locating in district</li> </ul>
Pānga Impacts	<b>Employment Growth</b> – increase in local employment options and pathways	<b>Mean Income Growth</b> – increase in higher paying local employment and income generating opportunities	<b>Business Unit Growth</b> – increase in businesses establishing, expanding and moving to the district	<b>GDP Growth</b> – increased growth of the local economy and key sectors	

To: Strategy, Operations and Finance Committee

19 June 2023

<p style="text-align: center;"><b>Kāpiti Economic Development Kotahitanga Board (EDKB / Board)</b> <b>Six-month report (January -June 2023)</b></p>
---

**Introduction**

1. This is the final report referencing the framework of the current 3-Year Kāpiti Economic Development Strategy and Implementation Plan (2020-2023).
2. A refresh of the 3-Year Economic Development Strategy has commenced and, in line with the current terms of reference for the EDKB, this work is being led by the EDKB. Initial engagement with partners and stakeholders will commence in July-August 2023, with further engagement to occur as part of Council's Blueprint / Visioning work in October and November 2023. Briefings to Council will occur during this period. Reference is made to the Strategy refresh process later in the report.
3. In the last 6 months the Board has focussed its attention on:
  - A. Growing resilient communities**
    - i. Implementation of the Workforce Plan to facilitate talent attraction and retention:
      - (a) The Education and Training Hub pilot project. A codesign of the online portal and physical hub is near completion. There are 3 site options being evaluated with a potential expansion and inclusion in the Kāpiti Coast Community Centre. A co-ordinator position will be established to manage the activity. Transport issues are being worked through and Te Pūkenga is in the process of finalising national trade programmes that will be piloted in the Kāpiti Region.
      - (b) The intergenerational strategy focusing on over-65-year-olds (27% of our community). Most successful employment initiative to date is with the Police 105 Contact centre. We are also developing a landing page to host prospective over-65-year-old job applicants and working with employers in the district to encourage them to investigate flexible ways to accommodate this demographic to meet their business needs. We are continuing to tap into networks and organisations that connect us with experienced, talented, and skilled people that want to play a more active part in our region's economic development and growth.
      - (c) The Kāpiti Coast is regarded as one of the best places to live in New Zealand for digital nomads and remote workers. We are continuing discussions with property developers, Government agencies and the tech community to assess the feasibility of a regional government precinct facility in Kāpiti, leveraging on the ability for people to work remotely from satellite facilities.
  - B. Growing resilient enterprises**
    - i. We continue to work closely with the Edmund Hillary Foundation Fellows to share Kāpiti investment business prospects with them. They have made three visits to our region, and we are getting a better understanding of their interests and investment requirements.
    - ii. Through The Factory we are in the process of developing a start-up ecosystem framework for Kāpiti and a unique entrepreneur road map that is interconnected

to existing local, nationwide, and regional activity. The Factory will provide programmes and support with the goal of transferring to Kāpiti organisations managing and delivering locally.

- iii. Facilitating research & development and other funding through the Regional Business Partners programme administered by WellingtonNZ.

**C. Growing resilient economies**

- i. Championing innovation and sustainability:
  - (a) Significant engagement with this sector has led to the development of the Food and Beverage Gameplan and F&B Industry Cluster programme. This programme has identified production precincts such as Sheffield Street where refurbishment is underway, and shared facilities supported by Kānoa funding. Other outputs have included completion of a producer's guide, exploring export opportunities, establishing digital storytelling, and launching a food and beverage marketing toolkit.
  - (b) Working with Ngā Hapū o Ōtaki, local hapū and landholders, and the Ministry of Primary Industries towards a regenerative food pilot project.
  - (c) Establishing the Pakihi Toitū o Kāpiti (sustainable business network) as an online network and resource to support businesses on their pathway to sustainable practises. The membership has grown to 75 businesses. Workshops are planned over the next 3 months to cover sustainability, carbon emission reduction, and waste.
- ii. Destination Management Plan. Focus has been on Implementation of three of the five strategic priorities in the current work programme: sector leadership, destination awareness (this includes the Kāpiti Story) and experiences. Reasonable progress has been made and a recent boost in funding for destination storytelling combined with a refresh of business plan priorities and resourcing sets up the prospect of good progress being made in the next financial year. The Tourism Advisory Board (TAB) has moved more to a leadership role; around \$810,000 of the economic development budget is currently allocated to the Tourism Board's work programme. Further to this, the TAB is supported by a dedicated resource within the ED Team, as well as targeted effort by the wider ED team on key actions and projects.
- iii. Fostering sector diversification and growth:
  - (a) A joint food production facility is a likely outcome in the near future with a second facility also being considered. We have applied for Kānoa funding (Regional Economic Development and Investment Unit of MBIE) to support Capex in these facilities.
  - (b) Options have been identified for launching the first Education Hub pilot in collaboration Te Pūkenga (UCOL and BCITO) in drivers licensing and training in building pre-fabrication. Te Pūkenga are also considering how to include the Kāpiti Education hub as part of the national strategic pilot programme.
  - (c) A tech/digital industry group is developing a wider network of practitioners within tech businesses to build a programme of events around common needs and opportunities.
  - (d) Connecting with regional strategies and initiatives including the Wellington Regional ED Plan and Wellington Regional Workforce Plan where our key

projects including the Education hub, Food and Beverage Cluster (Western Corridor) are acknowledged and supported.

**Kāpiti District Economic Monitor March 2023 (Infometrics)**

4. Overview of Kāpiti Coast District:
  - A. A small boost from tourism has helped the Kāpiti Coast District to weather economic headwinds, although weakening consumer spending and a precipitously cooling housing market indicate that the district is not immune. Infometrics provisionally estimate that the Kāpiti economy grew 2.7%pa over the year to March 2023, ahead of 1.9%pa growth across the Wellington Region, and a touch behind national growth of 2.9%pa.
  - B. Guest nights across the Kāpiti Coast rose by 22%pa in the March 2023 year, a slower increase compared to 38%pa growth in the Wellington Region. With inflation running at 6.7%pa, the 8.5%pa increase in tourism expenditure suggests a slight lift in real tourism spending.
  - C. Employment in Kāpiti grew 2.2%pa from the March 2022 quarter, bringing growth over the previous twelve months to 2.5%pa. Public administration, education, and accommodation and food services largely drove this growth. Jobseeker support recipient numbers fell 12%pa over the year, in line with the fall across Wellington Region.
  - D. The 7.0%pa increase in consumer spending was also in line with growth across the region, and points to a steady level of actual consumption, given the rising costs of goods and services. Kāpiti's unemployment rate lifted slightly to 2.5%, and the national unemployment rate rose 0.1 percentage points. Both are still at low levels, but the uptick indicates that monetary policy effects are beginning to filter through to the labour market.
  - E. Households in Kāpiti remain prudent with big-ticket item purchases, with house sales and new car registrations both falling 20%pa over the March 2023 year. The average house value in Kāpiti fell to \$818,940, its lowest since the December 2020 quarter.
  - F. Consents were surprisingly strong in Kāpiti given deteriorating housing market indicators. There were 92 residential consents in the March 2023 quarter, up 51%pa from March 2022. However, Infometrics expect consenting to wind down as economic activity slows and the effects of the housing market slump work their way further into construction intentions.

**Progress commentary**

5. Very good progress has been made in a number of key economic development areas over the last six months:
  - A. The appointment of Kris Pervan as Group Manager Strategy and Growth has added a new strategic dimension that is providing the EDKB with valuable insights into complimentary strategies and initiatives that are being developed by Council. Kris has also provided Councillors with a good understanding of Kāpiti's economic development activities and has been responsive to the needs of developing appropriate structures to support the governance of the Destination Management Plan implementation.
  - B. Councillor Koh (ex officio to the EDKB) continues to provide the Board with sage advice based on a good understanding of economic development and her knowledge and connections in the community. She spearheaded the boosting of the Destination

Management Plan budget by \$150,000 for development of the Kāpiti story in the next financial year.

- C. The Economic Development team continues to operate to a very high standard. They have been instrumental in building strong collaborations especially in the food and beverage (50 businesses) and education and training projects (30+ stakeholders). They have connected with many businesses, agencies, and services, actively working together to agree needs and joint priorities, and have made excellent progress.
- D. The Board continue to work well together. We have two vacancies - Ngāti Toa are currently searching for a suitable candidate to fill their vacancy and the EDKB has held off recruiting Chris Claridge's replacement pending the completion of the refresh of the economic development strategy. Once that is completed a suitable job specification can be completed and the recruitment process can proceed. Board members' workloads continue to be demanding as steering groups for the major projects include board members and external industry representatives. The Board have been working with a wide range of stakeholders and are building extensive networks in the economic development space. WellingtonNZ continue to provide funding and support for key projects.

#### **Operational Model - EDKB**

- 6. As referenced in my previous report we are now undertaking the initial assessment to consider potential operational models for the EDKB. We are looking to establish an operational capability that:
  - A. Maximises opportunities to secure investment, funding, and grants from a variety of public, private, and philanthropic organisations.
  - B. Has the capacity to enter into agreements in our own right with Kāpiti Coast District Council, other Councils, government agencies, and businesses.
  - C. Maintains the flexibility to grow as the need arises and can expand to take on new initiatives.
  - D. Is independent of Council but complimentary to their role and functions.
  - E. Can leverage the capacity and capability of existing local economic development organisations without displacing them.
- 7. A proposal is currently being developed that assesses a range of operational models and recommends a preferred approach. The paper will be presented to Council for further discussion in August 2023, with wider engagement to then occur with partners and stakeholders.

#### **Strategy refresh**

- 8. The EDKB has been tasked by Council with refreshing the three-year (2023-2026) economic development and implementation strategy.
- 9. To inform this refresh the EDKB has undertaken the following key tasks:
  - A. Reviewing progress against the current Plan and assessing which actions have been progressed over the last three years.
  - B. Considering the latest Infometrics report and data that describes how the Kāpiti Coast is performing compared to national and regional averages.

- C. Understanding the wider strategic environment shaping our response to identified challenges and opportunities, including local, regional, and national plans and strategies developed since the Economic Development Strategy and Implementation Plan was adopted.
  - D. Mapping wider economic, social, and technological trends and drivers and considering their potential impact on the Kāpiti Coast.
  - E. Developing a refreshed long-term outcome and an intervention logic model that describes how the Kāpiti Coast can measure progress towards this long-term outcome.
10. The EDKB is currently reviewing the work and will join with the ED team to workshop the document with Council and the community including KEDA and The Chamber of Commerce. Also, as part of the next steps we are developing a monitoring and measuring framework which sits alongside the logic model (this work will align to and inform the development of Council's broader Outcomes Framework).
11. Presentation to Council is targeted for August 2023.

Neil Mackay  
Chair Kāpiti Coast Economic Development Kotahitanga Board

## 8.2 COUNCIL POLICY WORK PROGRAMME 2021-2024 PROGRESS UPDATE

Kaituhi | Author: **Lesley Olsson, Policy Advisor**

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

### TE PŪTAKE | PURPOSE

- 1 The purpose of this report is to provide an update on the Council Policy Work Programme 2021-2024 (PWP 2021-2024) and seek approval of amendments to it.

### HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 Not applicable.

### TE TUKU HAEPAPA | DELEGATION

- 3 The Strategy, Operations and Finance Committee has delegated authority to consider this matter under section B.1 of the *Governance Structure and Delegations 2022-2025 Triennium*, which states a key responsibility as: "Setting and approving the policy and strategy work programme".

### TAUNAKITANGA | RECOMMENDATIONS

- A. That the Committee notes the progress of the Council PWP 2021-2024 including project timeframe amendments including to:
  - Delete the *Major Events Strategy* which will be folded into the refresh of the Economic Development strategy.
  - Delete the *Well-being Strategy* which will be incorporated into Vision Kapiti work.
- B. That the Committee approves the addition of these five projects to the Council PWP 2021-2024 including to:
  - Add five new projects reflecting delivery of the Council's new 'top 10' priorities: *Smoke-free Policy 2008 review*; *Climate Change and Resilience Strategy*; refresh of the *Economic Development Strategy & Implementation Plan 2020-2023*; *Environment Strategy*; and *the Health Strategy*."

### TŪĀPAPA | BACKGROUND

- 4 The PWP 2021-2024 was adopted by Council on 10 March 2022 following a review of the previous Policy Work Programme (PWP) and its content. The review resulted in a more focused PWP with its refined purpose of including key strategies, policies and bylaws only i.e. *excluding* operational project work items and those items that were reported elsewhere; but *including* those that require Council approval, are part of a statutory process and/or are external facing (involving district wide interest and/or consultation).
- 5 The PWP supports the management of Council's policy framework. It ensures Council has a fit for purpose policy framework to achieve community outcomes and meet its statutory requirements by managing the development, review and update of strategies, policies and bylaws over a three-year period.
- 6 Council were updated on the PWP 2021-2024 during induction, and this is the first formal report back on progress for this triennium.

### HE KŌRERORERO | DISCUSSION

- 7 The following table summarises the progress of projects currently on the PWP 2021-2024. It is supported by the visual timeline found as Attachment 1 to this report.

<b>Projects progressing to timeframes</b>	
<i>Older Persons' Housing Policy 1993 review</i>	This is being undertaken as part of a wider review of older persons' housing. Elected members, and the Social sub-committee, were briefed on the scope for this review in April 2023.
<i>Easter Sunday Shop Trading Policy 2017 review</i>	Currently on schedule. Councillors approved notifying consultation on this review in May 2023.
<i>Development Contribution Policy review</i>	Currently in progress and planned to be completed ahead of the LTP. Councillors will be updated on this review in August 2023.
<b>Projects in progress <u>but delayed</u></b>	
<i>Age Friendly Strategy/ Approach (outcome of Positive Aging Strategy 2011 review)</i>	In progress but delayed; so end date pushed out. Elected members considered the approach at the Social sub-committee in June 2023. Further work is now underway to re-engage the reference group on next steps. The agreed strategy/approach will be discussed at the August 2023 SO&F meeting.
<i>Encroachment Policy</i>	In progress but planned end date pushed out due to resourcing issues due to increased response requirements from short turn around on consultation related to central government reforms.
<i>Freedom Camping Policy 2012 review</i>	In progress but planned end date pushed out due to complexity of project (may result in bylaw). Elected members were updated on this through induction.
<i>Property Strategy</i>	Project now scheduled to be undertaken between March and December 2023 to align with Vision Kāpiti so that the two are developed in tandem.
<i>Stormwater Bylaw</i>	This remains on hold due to the Affordable Water Reforms (AWR). Project end date has been pushed out to July 2024 at this stage.
<i>Class 4 Gambling Policy 2019 and TAB Venue Gambling Policy 2019 review</i>	Elected members were briefed on these policies in May 2023. It is planned these policies will be combined into one, so shown as one line in the visual attachment. Delays are largely the result of Council committee scheduling constraints.
<b>Projects Currently on Hold</b>	
<i>Local Alcohol Policy</i>	Following two briefings with Council, this is currently on hold until the new Health Strategy is progressed. This will enable a wider approach to be tabled around Council's role in reducing the harm to Kapiti Coast residents from alcohol.
<i>Coastal Management Strategy 2006 review</i>	This has been rescheduled to the second half of 2024, to allow for the completion of the as the Takutai Kāpiti coastal adaptation project which will inform the review; which is now expected to finish in 2024, rather than 2023.
<i>Māori Economic Development &amp; Wellbeing Strategy</i>	This is currently on hold awaiting iwi input and alignment with the <i>Vision Kapiti</i> and the refresh of the <i>Economic Development Strategy &amp; Implementation Plan 2020-2023</i> review.

<i>Biosolids Strategy</i>	This remains on hold due to the AWR. Project end date has been pushed out to July 2024 at this stage.
<i>Backflow Policy (Drinking Water Supply)</i>	This remains on hold due to AWR. Project end date has been pushed out to July 2024 at this stage.
<i>Water Supply Bylaw 2013 review</i>	This remains on hold due to AWR. Project has been pushed out to July 2024 at this stage.
<i>Road Naming &amp; Street Numbering Policy 2011 review</i>	This policy review is on hold due to other priorities.

- 8 The following projects have been removed from the PWP 2012-2024 as explained below.

<b>Projects removed from the PWP</b>	
<i>Major Events Strategy</i>	This was completed alongside the review of the <i>Major Events Policy</i> and should not have been separately identified on the PWP. Further consideration will be made to this strategy through the refresh of the <i>Economic Development Strategy</i> .
<i>Well-being Strategy</i>	This was a proposed new strategy that has been superseded by the Council's visioning work through Vision Kāpiti.

- 9 From time to time, Council identifies a need to develop additional policies and strategies that had not been identified at the time the PWP was agreed. Our current strategic framework will also need to be progressively reviewed for alignment with the new Vision Kāpiti.
- 10 At this time, five projects have been identified for inclusion to the PWP 2021-2024, three new strategies and two existing strategies scheduled for review:

<b>Title</b>	<b>Description</b>	<b>Owner</b>	<b>Timeframe</b>
<i>Smoke-free Policy 2008 review</i>	The review of this existing policy has been added to allow the initial review work to be undertaken alongside other social harm issues (the local alcohol policy and gambling policies review).	Strategy & Growth	Initial Council briefing held 23 May, completion by end of 2023.
<i>Climate Change &amp; Resilience Strategy</i>	This new strategy will fill a gap in our strategic framework, identified through the Council visioning process and reflecting Council's priority focus on climate change issues.	Strategy & Growth	Engagement will be undertaken in February 2024, and the strategy will be finalised by June 2024, alongside <i>Vision Kāpiti</i> .
<i>Economic Development Strategy &amp; Implementation Plan 2020-2023</i>	This has been identified for addition at this time as it is due for review.	Strategy & Growth	Engagement will be undertaken in February 2024, and the strategy will be finalised by June 2024, alongside <i>Vision Kāpiti</i> .
<i>Environment Strategy</i>	This new strategy will fill a gap in our strategic framework, identified through the Council visioning process	Strategy & Growth	Engagement will be undertaken in February 2024, and the strategy will be finalised by June

Title	Description	Owner	Timeframe
			2024, alongside <i>Vision Kāpiti</i> .
<i>Health Strategy</i>	This new strategy will fill a gap in our strategic framework, identified by the Council visioning process and reflecting an enhanced role for Council following health sector reforms.	Strategy & Growth	Engagement will be undertaken in February 2024, and the strategy will be finalised by June 2024, alongside <i>Vision Kāpiti</i> .

### He take | Issues

- 11 There are no issues in relation to the PWP.

### Ngā kōwhiringa | Options

- 12 The Discussion section outlines the changes to the PWP 2021-2024 and proposed additions for approval.

### Mana whenua

- 13 We are working with iwi partners on the priorities for engagement across the Council work programme. We have not yet confirmed the priorities for the updated PWP 2021-2024 but once confirmed with iwi partners will ensure there is opportunity to co-design and discuss (as appropriate) the most important items in alignment with their priorities.
- 14 Planning to ensure that individual projects are created in partnership with mana whenua will be undertaken by individual project managers.

### Panonitanga āhuarangi | Climate change

- 15 Overall, the PWP includes a number of policies and strategies which focus on our environment and the implications of climate change. Recent inclusion of the *Environment Strategy*, and *Climate Change and Resilience Strategy* on the PWP will fill a key gap in Council's strategic framework and ensure that Council has a more cohesive approach to protecting the environment whilst addressing the impacts from climate issues, in both the mitigation and adaptation and resilience spheres.

### Ahumoni me ngā rawa | Financial and resourcing

- 16 There are no financial requests for additional resource in the 2023/24 year. However, request for resource to manage the increased workload related to central government reform and subsequent policy work, alongside the PWP, will require either additional resource or prioritisation of what is not progressed or delayed in upcoming LTP discussions.

### Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

- 17 Legal Counsel has confirmed the timeframes for the review of all policies which have a legal driver or a mandatory review.
- 18 The PWP supports the ongoing management and prioritisation for the review of policies and bylaws to ensure they are completed within their respective statutory timeframes.
- 19 There are no inconsistencies with the New Zealand Bill of Rights Act 1990 and Human Rights Act 1993 in making this decision.

**Ngā pānga ki ngā kaupapa here | Policy impact**

- 32 The PWP ensures that Council's policies and bylaws are reviewed within statutory and/or best-practice timeframes, ensuring policies remain fit for purpose.

**TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT**

- 20 While the PWP itself has a low degree of significance under Council's Significance and Engagement Policy, the degree of significance for each individual policy project will be identified as each project is progressed, including the nature and type of any consultation required.

**Te mahere tūhono | Engagement planning**

- 21 An engagement plan is not needed in relation to this progress update.

**Whakatairanga | Publicity**

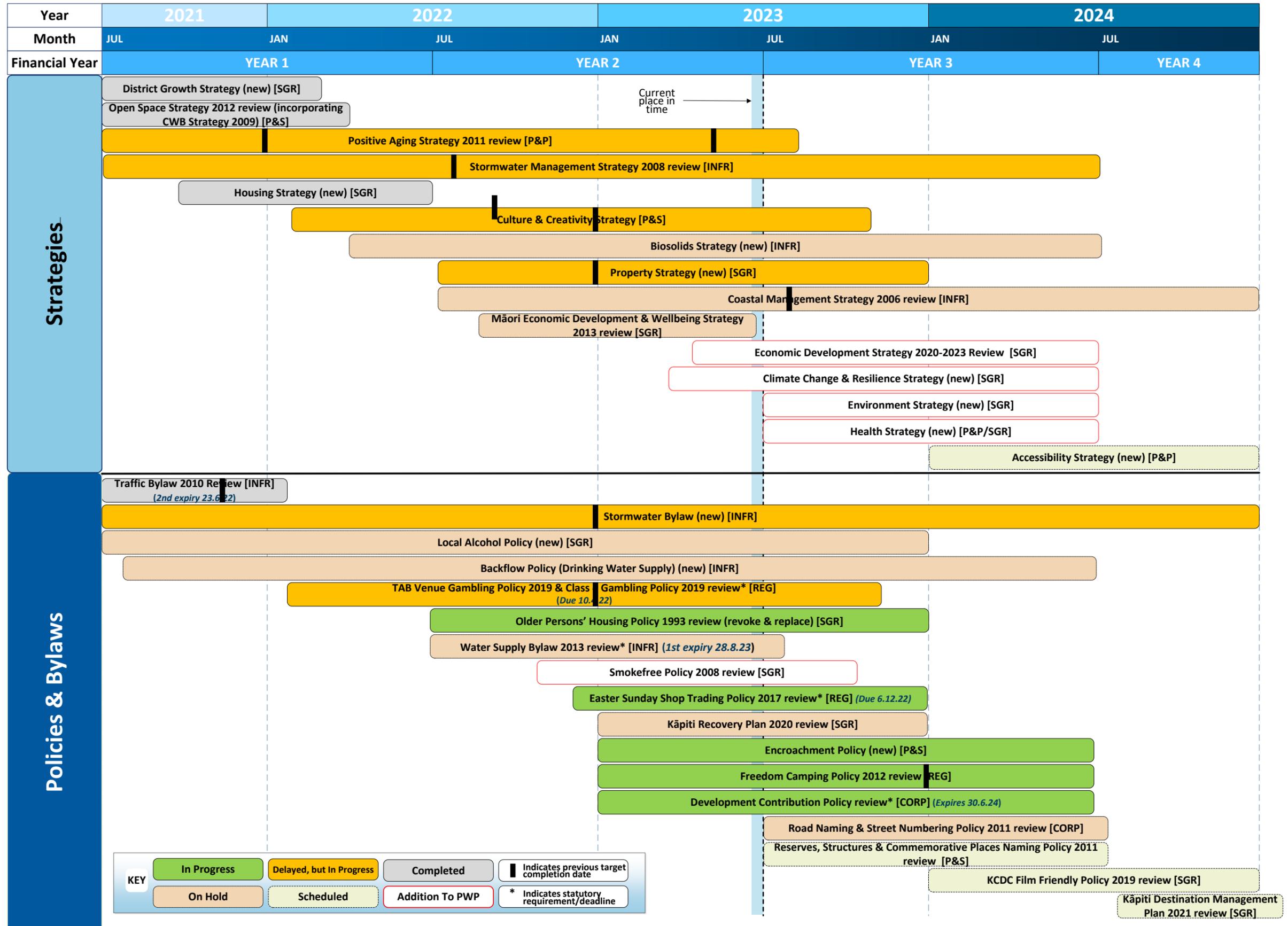
- 22 A communications plan is not needed in relation to this progress update.

**NGĀ ĀPITI HANGA | ATTACHMENTS**

1. Council Policy Work Programme 2021-2024 as at July 2023 [↓](#)

# COUNCIL POLICY WORK PROGRAMME 2021-2024

Proposed as at 3 July 2023



### 8.3 OVERVIEW OF THE ZEAL CONTRACT

Kaituhi | Author: **Emma Haxton, Contractor to Kāpiti Coast District Council**

Kaiwhakamana | Authoriser: **Morag Taimalietane, Principal Advisor**

#### TE PŪTAKE | PURPOSE

- 1 This report provides an overview of the nine-year contract with Zeal Education Trust, in the lead up to the end of the contract in June 2024.

#### HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 The establishment of a Youth Development Centre in central Paraparaumu and associated services was identified as an outcome in the Long Term Plan 2015-2035. This outcome is still relevant today as positive youth development helps build resilient, connected, and healthy communities.
- 3 The Youth Development Centre contract with Zeal Education Trust (Zeal) has played a significant role in creating a place for young people and meeting youth development outcomes to help young people reach their full potential.
- 4 Zeal continues to adapt its activities in response to the changing needs and interests of young people.
- 5 The contract has a three-year term with two rights of renewal contract for three years each (Year One – Nine). Zeal are currently delivering Year Eight of this contract (2022/23), with the contract ending in June 2024.
- 6 Staff will provide advice to Council in the lead up to the end of the contract and to support decision-making for the Long Term Plan 2024–2034.

#### TE TUKU HAEPAPA | DELEGATION

- 7 The Strategy, Operations and Finance Committee may consider this matter under section C.1. of the Governance Structure and delegations 2022-2025.

#### TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Notes the overview of the impact and deliverables achieved through the Youth Development Centre contract with Zeal Education Trust.
- B. Notes 2023/24 is the final year of the Youth Development Centre contract with Zeal Education Trust.
- C. Notes the Long Term Plan 2024–34 will be an opportunity to consider the future needs of young people through the Youth Development Centre and associated services.

#### TŪĀPAPA | BACKGROUND

- 8 Council has a role in supporting positive development of the young people in Kāpiti. In 2012 the Council, with the Kāpiti Coast Youth Council, identified the need for a youth centre. The Council resolved to bring forward funding for the development of a youth centre from 2022/23 to 2014/15. Consultation was undertaken on the Youth Development Centre as part of the Long Term Plan 2015-2035.
- 9 The Youth Development Centre and associated mobile service was set up to:

- offer a safe place of belonging
  - foster unique and creative expressions among young people
  - provide educational programmes that up-skill young people
  - equip young people to lead in their sphere of influence
  - provide intervention and development programmes to address the social needs of young people
  - offer unstructured and structured social, recreation and educational activities which contribute to young people's development
  - foster access to the support of youth workers
  - provide a safe and productive alternative to loitering in urban locations.
- 10 With a target group of young people aged 13 – 21 years, the Youth Development Centre delivery consists of activity through a facility in central Paraparaumu and selected mobile activities in communities across the district.
- 11 The Youth Development Centre is an open access service for all young people as opposed to a targeted service for a few young people.

### **Provider**

- 12 In 2015, Zeal Education Trust was selected to deliver the Youth Development Centre and associated services.
- 13 Zeal met the key criteria including:
- an extensive experience in Youth Development Centres
  - a track record in raising capital and operational funding
  - performance at a strategic governance level
  - cost effectiveness and good financial sustainability
  - ability to provide best practice youth development
  - effective management and staffing
  - being community connected.
- 14 Zeal is a well-established Incorporated Charitable Trust which delivers five youth development centres across New Zealand. Zeal provides a youth development approach delivered by youth workers. This transforms a social and recreational opportunity into something which supports young people's social and personal development and enhances their resilience to adversity, now and into their future.
- 15 Zeal's national body provides the benefits of national funding and partnerships as well as best practice leadership in New Zealand's youth development sector.
- 16 Zeal Kāpiti has been committed to serving 'local first' and employing local staff to meet the needs and youth development interests of young people in Kāpiti.

### **Contract**

- 17 The contract with Zeal for the Youth Development Centre has a three-year term with two rights of renewal contract for three years each (Year One – Nine). The contract is in its final year and ends 30 June 2024.
- 18 The contract provides for the operations of the Youth Development Centre, its programmes, activities, and youth work provision. The youth work provision also includes delivery of mobile activities outside of the Youth Development Centre, including in community spaces and college environments.
- 19 In each three-year period, Council and Zeal have adjusted outcomes and deliverables to ensure the project is fit for purpose as it progressed.

### **Collaborative partnership**

- 20 The Council and Zeal have a collaborative partnership arrangement to the delivery of youth development services through the Youth Development Centre. This is articulated through the Youth Development Centre contract and a Memorandum of Understanding.
- 21 A refreshed Memorandum of Understanding was signed in Year Six (2020/21). This articulates how Council and Zeal work together in achieving mutual goals in the delivery of the Youth Development Centre and associated services.

### **Reporting against outcomes**

- 22 The contract specifies impact is sought across a wide range of youth development indicators which build resilience and protective factors in young people. New Zealand and international studies demonstrate these indicators correlate with positive wellbeing and development outcomes. These indicators include competence, positive connection with others, character and identity, confidence, and positive self-worth.
- 23 Zeal has provided annual reports to Council on achievements and impact on contract outcomes. Their performance has been assessed annually by Council staff and is based on the contract deliverables, performance indicators, and targets under each contract outcome.
- 24 Council staff assessment for the contract period from Year One to Year Seven, attached as Appendix One, shows Zeal has achieved the contract deliverables across all outcomes. In-line with national and international experiences, the development of a successful Youth Centre takes time the success of Zeal can be seen in the continued increase of engagement of the youth of the area, and increasing take up of activities they provide.
- 25 Year Eight and Nine achievements are yet to be assessed as delivery has not yet been completed. The Year Eight Report from Zeal is due 30 August 2023 for delivery over 2022/23, and a staff assessment and report will be presented to the Strategy, Operations and Finance Committee in October 2023. Results for Year Nine will be reported to Council following the completion of delivery over 2023/24.

## **HE KŌRERORERO | DISCUSSION**

### **An overview of Zeal's key deliverables from Year One to Year Eight.**

- 26 Below is an overview of the key achievements across the contract period from Year One to Year Eight.

#### **Year One – Three**

- Fundraising for facility with over \$1 million raised.
- Districtwide youth engagement to help shape service delivery and facility development.
- Launch of mobile activities including a mobile music studio, youth led coffee cart and events.
- Launch of three Zeal Gateway programmes delivered in different colleges in barista, live sound and event management.
- In June 2018, the Youth Development Centre was opened.
- A youth volunteer group was established.

#### **Year Four – Six**

- Service delivery established through the new facility.
- Continued pilot of a range of mobile activities, including in Ōtaki.
- Comprehensive evaluation undertaken to determine the needs and interest of young people and help shape future services/ programming.

- An investigation into the specific needs of the Ōtaki youth community and how Zeal could contribute to Ōtaki wellbeing through mobile activities is completed.
- Two additional part time youth workers employed.
- Despite the challenges of Covid in Year Six (2020/21), Zeal delivered a wide range of programmes, activities and has continued to grow its support and connection with young people in Kāpiti.

### Year Seven – Eight

- A range of programmes become long-standing due to the high level of engagement by young people and evaluation showing strong youth development impact. Programmes in 2022 and 2023 include holiday programmes, live sound, photography, hip hop dance.
- Gateway courses provide senior students with structured workplace learning with over 90% of participating students over the years achieved NCEA credits and related industry work experience.
- Barista courses continue to grow with delivery at the Youth Development Centre, at colleges and with Te Puna Oranga o Ōtaki.
- The regular youth led event, 'Musicians Lounge' continues to grow in popularity providing opportunities for young people to showcase their talents and reinforce their skills.
- 'Hangs' at the Youth Development Centre in 2023 are held three days per week, averaging 25 – 35 young people with some days with over 50 young people in attendance.
- The existing Ōtaki programme delivery continued with new initiatives in Year Seven and two Māori staff were employed to deliver the expanded programme.
- Outreach strengthened through placement of an in-school youth worker at Paraparaumu College.
- The Ākonga work readiness programme continues with two 20-week programmes delivered per year.

### He take | Issues

#### Evaluation

- 27 Zeal ensures open access by continually monitoring and responding to the changing needs and interest across the age range, gender, ethnicity and youth sub-cultural groups. Tailored programmes are developed in response to young people's interests and needs using a range of evaluation tools.
- 28 Evaluation showed good youth development impact for young people across a range of indicators including sense of belonging, identity, confidence, and self-esteem.
- 29 In Year 6, Zeal undertook a comprehensive evaluation across the Youth Development Centre and associated services, including mobile activities. They completed several needs assessments to determine their programmes and services were fit for purpose and to help shape future services.
- 30 Quantitative and qualitative evaluation is embedded across Zeal's programme delivery to ensure ongoing improvement of their service for young people in Kāpiti.
- 31 The arrangement has been satisfactory and represents good value for money.

#### Sustainable funding

- 32 In Years Six and Seven, Zeal developed a strategic plan and sustainable funding plan. In Year Seven, the sustainable income plan was initiated with some emerging streams of income. Zeal recognises it has ongoing work to do in diversifying funding sources.

- 33 On average, Zeal have been successful in sourcing external funding to contribute to the Youth Development Centre. Over \$1.2 million has been secured from other operational funding sources such as philanthropic funders over the past eight years. Over \$800,000 of capital funds were sourced to establish the Youth Development Centre in 2018.

### Ōtaki

- 34 From the start of the initiative, Council acknowledged that a youth facility in central Paraparaumu would not meet the needs of young people north of Waikanae. Mobile activities were stipulated in the contract to provide some provision outside of the Youth Development Centre, particularly for young people in Ōtaki.
- 35 Zeal have undertaken work to ensure they are aware of and responding to the needs of young people in Ōtaki at several key points in the contract period.
- 36 Mobile activities have been offered in Ōtaki since Year One. Today Zeal provides a dance programme, barista training and weekly 'hangs' at Ōtaki College. Thirty to forty young people from Ōtaki participate in the hip hop dance programme weekly. Zeal actively seeks opportunities to collaborate with other organisations in Ōtaki. In prior years, they have collaborated with organisations such as Māoriland Charitable Trust, Ōtaki College and Te Puna Oranga o Ōtaki.
- 37 Council allocated \$50,000 for three years in the Long Term Plan 2021-2041 for the provision of youth space in the Ōtaki community. In May 2023, Te Puna Oranga o Ōtaki was selected as the provider for three years to pilot a regular time for a youth space through their Barber Shop facility.
- 38 By working alongside Te Puna Oranga o Ōtaki, Zeal and other organisations working with young people in Ōtaki, Council can foster collaborations, strengthen youth development outcomes sought and ensure no duplication occurs.

### Ngā kōwhiringa | Options

- 39 There are no options required for this report. Staff will provide advice to Council in the lead up to the end of the contract and to support decision-making for the Long Term Plan 2024–2044.

### Mana whenua

- 40 Council recognises the mana whenua aspiration that 'the young people of Kāpiti are supported to reach their full potential' as outlined in the Long Term Plan 2021-2041. Council also recognises mana whenua aspirations for their own rangatahi in line with their strategic vision of Tino Rangatiratanga.
- 41 Zeal remains committed to developing relationship's with the mana whenua of Kāpiti, but seeks support from the partnership with Council to fully achieve this.
- 42 Te Whakaminenga o Kāpiti was consulted on the proposed youth space and collaboration with Zeal and the Chair was provided with agendas and reports for the Youth Development advisory group in the development of the project.

### Panonitanga āhuarangi | Climate change

- 43 The contract with Zeal does not contain deliverables related to sustainability or climate change goals. This can be further explored with Zeal in the context of any new contract from 1 July 2024.

### Ahumoni me ngā rawa | Financial and resourcing

- 44 The contract committed \$735,696 operational funding for the first three years. After the initial three years, a \$267,000 (plus CPI) annual investment in the Youth Development Centre was provided for in the Long Term Plan 2015–2035.

- 45 At each review period, discussion was undertaken to prepare Zeal for a reduction of Council's financial commitment over time. From Year Eight, there was a small reduction in contract funding.
- 46 Over the duration of the contract, Zeal has secured over \$1.2 million of additional funding for the Youth Development Centre and associated services from other funding sources.
- 47 For Year Eight (2022/23), Zeal received \$256,500 from the Council contract and secured \$184,453 from other funding sources for the Youth Development Centre and associated services. The following table provides an overview of the operational funding provided from Year One to Year Nine of the contract.

1

2	Year	3	Financial Year	4	Operation Funding Provided	5	Three Year Contract Period
6	Year 1	7	2015/16	8	175,000	9	660,696
10	Year 2	11	2016/17	12	276,750		
13	Year 3	14	2017/18	15	208,946		
16	Year 4	17	2018/19	18	267,033	19	818,267
20	Year 5	21	2019/20	22	272,623		
23	Year 6	24	2020/21	25	278,611		
26	Year 7	27	2021/22	28	285,000	29	769,500
30	Year 8	31	2022/23	32	256,500		
33	Year 9	34	2023/24	35	228,000		

36

- 48 Zeal continues to lease assets purchased with the one-off capital contribution of \$325,000 [GST exclusive] from Council made in 2017, within the Youth Development Centre, rent free.

#### Tūraru ā-Ture me te Whakahaere | Legal and Organisational Risk

- 49 There are no legal considerations for the purposes of this report.

#### Ngā pānga ki ngā kaupapa here | Policy impact

- 50 There are no policy considerations for the purposes of this report.

### TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

#### Te mahere tūhono | Engagement planning

- 51 An engagement plan is not needed for the recommendations outlined in this report.

#### Whakatairanga | Publicity

- 52 A joint communications plan provides guidance on how Council and Zeal work together to promote the Youth Development Centre and its objectives.

No publicity is planned for the recommendations outlined in this report.

### NGĀ ĀPITI HANGA | ATTACHMENTS

1. Outcomes achieved in Zeal Youth Development Centre Contract [↓](#)

## Appendix One: Outcomes achieved in Zeal Youth Development Centre Contract

Staff assessment is noted in italics and were *achieved* for the contract period from Year One to Year Seven.

### Year One to Three

#### 1) Facility Development

- A site for the Centre secured (*Achieved*)
- Capital funds for the Centre fit out raised (*Achieved*)
- The fit out of the Centre planned (*Achieved*)

#### 2) Youth Participation in Decision Making

- Young people help shape service delivery and facility development (*Achieved*)
- Young people engaged as partners and leaders (*Achieved*)

#### 3) Community Engagement

- Positive and beneficial community engagement (*Achieved*)

#### 4) Youth Engagement

- Safe events which engage young people as recipients and contributors (*Achieved*)
- A broad base of young people is engaged in the development of the Centre (*Achieved*)

### Year Four to Six

#### 1) A responsive and robust service

- Service is responsive to the diverse communities of young people in Kāpiti (*Achieved*)
- Strengthening evaluation (*Achieved*)
- Best practice at all times (*Achieved*)

#### 2) A diverse youth community utilising the Youth Development Centre

- A diverse youth community utilising the Youth Development Centre (*Achieved*)
- Young people engaged as recipients and contributors (*Achieved*)
- Increase in how the activities contributes to young people's positive development and wellbeing (*Achieved*)
- A space where young people from diverse communities can gather and be themselves where they feel a sense of ownership (*Achieved*)

#### 3) An enhanced and responsive mobile and satellite services provided outside of the Youth Development Centre

- An enhanced and responsive mobile programme provided (*Achieved*)
- Strengthening the connection between community activities and opportunities based at Youth Development Centre facility (*Achieved*)
- Assessing and planning for the youth development needs of Ōtaki young people (*Achieved*)

#### 4) Good youth participation in decision making in design and delivery

- Young people involved in helping shape and lead service planning and delivery (*Achieved*)
  - Youth-led projects are encouraged and developed (*Achieved*)
  - The partnership with Youth Council is maintained and grown to create greater opportunities for youth leadership and development (*Achieved*)
- 5) Strong community engagement**
- Strong relationships with local organisations through the Youth Development Centre, mobile youth development activities and wider community events (*Achieved*)
  - Collaborative opportunities with other local organisations where appropriate (*Achieved*)
  - Continuing to grow the positive reputation of the Youth Development Centre and Zeal Kāpiti with the general public in Kāpiti (*Achieved*)

## Year Seven to Nine

- 1) A responsive and robust service**
- New engagement and programming in Ōtaki (*Achieved*)
  - Programmes that respond to the work readiness and skill set of Kāpiti Youth (*Achieved*)
  - Continued evaluation, measuring outcomes and using evaluation data to improve programming (*Achieved*)
  - Staffing levels lifted to meet the needs of projected work programme (*Achieved*)
- 2) A diverse youth community utilising the Youth Development Centre**
- Young people engaged as recipients and contributors (*Achieved*)
  - Increase in how the activities contributes to young people's positive development and wellbeing (*Achieved*)
  - A space where young people from diverse communities can gather and be themselves where they feel a sense of ownership (*Achieved*)
- 3) An enhanced and responsive mobile and satellite services provided outside of the Youth Development Centre**
- Strengthening the connection between community activities and opportunities based at Youth Development Centre facility (*Achieved*)
  - Growing capacity for the youth development needs of Ōtaki young people through outreach opportunities provided in the local Ōtaki community (*Achieved*)
  - Continuing to grow impact of mobile services (*Achieved*)
- 4) Good youth participation in decision making in design and delivery**
- Young people involved in helping shape and lead service planning and delivery (*Achieved*)
  - Youth-led projects are encouraged and developed (*Achieved*)
  - The partnership with Youth Council is maintained and grown to create greater opportunities for youth leadership and development (*Achieved*)
- 5) Strong community engagement**
- Strong relationships with local organisations through the Youth Development Centre, mobile youth development activities and wider community events (*Achieved*)

- Collaborative opportunities with other local organisations where appropriate (*Achieved*)
- Continuing to grow the positive reputation of the Youth Development Centre and Zeal Kāpiti with the general public in Kāpiti (*Achieved*)

**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 Committee meeting of 8 June 2023 be accepted as a true and correct record.

**APPENDICES**

1. Minutes of the Strategy, Operations and Finance Committee Meeting 8 June 2023 [↓](#)

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING  
MINUTES

8 JUNE 2023

MINUTES OF THE KĀPITI COAST DISTRICT COUNCIL  
STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING  
HELD IN THE COUNCIL CHAMBER, GROUND FLOOR, 175 RIMU ROAD, PARAPARAUMU  
ON THURSDAY, 8 JUNE 2023 AT 9.35AM

**PRESENT:** Cr Sophie Handford (Chair), Mayor Janet Holborow, Deputy Mayor Lawrence Kirby, Cr Glen Cooper (via Zoom), Cr Martin Halliday, Cr Rob Kofoed, Cr Jocelyn Prvanov, Cr Kathy Spiers, Cr Shelly Warwick, Cr Nigel Wilson, Kim Tahiwī

**IN ATTENDANCE:** Kris Pervan, Mark de Haast, Sean Mallon, Mike Mendonça, Simon Black, Bede Laracy, Michael Moore, Glen Olsen, Steffi Haefeli, Jessica Mackman, Anna Smith, Gina Anderson-Lister, Angela Bell, Fiona Burleigh, Kelvin Irvine, Aston Mitchell, Abbey Morris, Monica Turner, Mark Ward, Claire Winter

**WHAKAPĀHA | APOLOGIES:** Cr Liz Koh and André Baker

**LEAVE OF ABSENCE:** There were none.

**1 NAU MAI | WELCOME**

The Chair, Cr Sophie Handford, welcomed everyone to the meeting.

**2 KARAKIA A TE KAUNIHERA | COUNCIL BLESSING**

The Chair read karakia a te Kaunihera.

**3 WHAKAPĀHA | APOLOGIES**

**APOLOGY**

**COMMITTEE RESOLUTION SOF2023/31**

Moved: Cr Martin Halliday

Seconder: Mayor Janet Holborow

That the apology received from Cr Liz Koh and André Baker be accepted.

**CARRIED**

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

There were none.

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING  
MINUTES

8 JUNE 2023

**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**

Sean Rush spoke in relation to item 7.1 Update on Takutai Kāpiti from Coastal Advisory Panel Chair The Rt Hon Jim Bolger, and answered members' questions.

**TABLED DOCUMENTS**

The following documents were tabled.	
Summary of comments made by Sean Rush to Strategy, Operations and Finance Committee 8 June 2023	
Comment on the SeaRise Media Release June 2022 by Sean Rush	
<b>Appendices</b>	
1	Summary of comments made by Sean Rush to Strategy, Operations and Finance Committee 8 June 2023
2	Comment on the SeaRise Media Release June 2022 by Sean Rush

**6 NGĀ TAKE A NGĀ MEMA | MEMBERS' BUSINESS**

- (a) Leave of Absence  
There were none.
- (b) Matters of an Urgent Nature (advice to be provided to the Chair prior to the commencement of the meeting)  
There were none.

**7 HE KŌRERO HOU | UPDATES**

**7.1 UPDATE ON TAKUTAI KĀPITI FROM COASTAL ADVISORY PANEL CHAIR THE RT HON JIM BOLGER**

The Rt Hon Jim Bolger, Chair of the Coastal Advisory Panel for Takutai Kāpiti, spoke to the presentation to provide an update on the work the Coastal Advisory Panel is looking to achieve. The Rt Hon Jim Bolger and Abbey Morris, Coastal Manager, answered questions from members and mana whenua representatives.

**TABLED DOCUMENTS**

The following documents were tabled.  
Takutai Kāpiti Update - Presentation by The Rt Hon Jim Bolger

**Appendices**

- 1 Takutai Kāpiti Update - Presentation by The Rt Hon Jim Bolger

The meeting adjourned at 10.54am

The meeting resumed at 11.07am

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING  
MINUTES

8 JUNE 2023

**8 PŪRONGO | REPORTS**

Item 8.1 Draft Easter Sunday Trading Policy 2023 - Seeking Approval for Public Consultation, was moved to a later point in the agenda.

**8.2 ASSET MANAGEMENT PLAN PUBLIC TOILETS**

This item was moved to an earlier point in the agenda.

Mike Mendonça, Acting Group Manager Place and Space and Claire Winter, Contractor to Kāpiti Coast District Council, provided a brief overview of the report and answered questions from members and mana whenua representatives.

**COMMITTEE RESOLUTION SOF2023/32**

Moved: Cr Martin Halliday

Seconder: Cr Nigel Wilson

That the Committee:

- A. Notes the Asset Management Plan Public Toilets (at Enclosure 1).
- B. Approves in principle the Asset Management Plan as the basis for long term planning.
- C. Notes that funding options will be presented as part of the process for the Long-Term Plan 2024.

**CARRIED**

**8.1 DRAFT EASTER SUNDAY TRADING POLICY 2023 - SEEKING APPROVAL FOR PUBLIC CONSULTATION**

This item was moved to a later point in the agenda.

Aston Mitchell, Policy Advisor, introduced the report and noted the addition of scenarios to the Statement of Proposal at Appendix 1.

Aston Mitchell and Angela Bell, Chief Advisor Strategy & Growth, then took the report as read and answered questions from members and mana whenua representatives.

**COMMITTEE RESOLUTION SOF2023/33**

Moved: Cr Rob Kofoed

Seconder: Mayor Janet Holborow

- A. That the Committee receives and notes this report, including Appendices 1 – 3.
- B. That the Committee approves the Statement of Proposal and the Draft Kāpiti Coast District Council Easter Sunday Shop Trading Policy 2023 for public consultation in accordance with the Special Consultative Procedure as set out by the Local Government Act 2020.
- C. That the Committee delegates authority to the Chair of the Strategy, Operations and Finance Committee and the Chief Executive to approve minor and technical changes required (if any) to the consultation documents before they are publicly released on 26 June 2023.

**CARRIED**

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING  
MINUTES

8 JUNE 2023

**TABLED DOCUMENTS**

The following documents were tabled.

Draft Kāpiti Coast District Council Easter Sunday Trading Policy 2023

**Appendices**

1 Draft Kāpiti Coast District Council Easter Sunday Trading Policy 2023

**9 TE WHAKAŪ I NGĀ ĀMIKI | CONFIRMATION OF MINUTES**

**9.1 CONFIRMATION OF MINUTES**

**COMMITTEE RESOLUTION SOF2023/34**

Moved: Deputy Mayor Lawrence Kirby  
Seconder: Cr Shelly Warwick

That the minutes of the Strategy, Operations and Finance Committee meeting of 18 May 2023 be accepted as a true and correct record.

**CARRIED**

**10 PURONGO KĀORE E WĀTEA KI TE MAREA | PUBLIC EXCLUDED REPORTS**

**RESOLUTION TO EXCLUDE THE PUBLIC**

**PUBLIC EXCLUDED RESOLUTION SOF2023/35**

Moved: Cr Sophie Handford  
Seconder: Cr Jocelyn Prvanov

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
<b>10.1 - 2023-24 Major Event Fund Allocation Recommendation and 2023 Closeout report</b>	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	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

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING  
MINUTES

8 JUNE 2023

	of the information	
<b>CARRIED</b>		

The Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee meeting went into public excluded session at 11.45am.

<p><b>COMMITTEE RESOLUTION SOF2023/37</b> Moved: Cr Sophie Handford Seconder: Cr Martin Halliday That the Rautaki, Whakahaere, me te Ahumoni   Strategy, Operations and Finance Committee moves out of a public excluded meeting. <b>CARRIED</b></p>
--

The Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee came out of public excluded session at 12.22pm.

**11 CLOSING KARAKIA**

Kim Tahiwī closed the meeting with karakia.

**The Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee meeting closed at 12.22pm.**

.....  
**HEAMANA | CHAIRPERSON**



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

**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
<b>10.1 - Confirmation of Minutes</b>	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 CLOSING KARAKIA