Kāpiti Coast
DISTRICT COUNCIL
Me Huri Whakamuri, Ka Titiro Whakamua

APPENDICES

Strategy, Operations and Finance Committee Meeting

Under Separate Cover

Thursday, 19 October 2023

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Districtwide and Destination Parks
Te Kaiwhakahaere Tiakitanga

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1 About this Activity

1.1 Strategic alignment

Public parks have been around since ancient times. The idea of creating green spaces for public enjoyment can be traced back to the Hanging Gardens of Babylon, one of the seven wonders of the ancient world. While in Kapiti we don't have one of the seven wonders, we do have six wonderous districtwide or destination parks.

While the early parks in ancient history were predominantly created by monarchs and nobility to flaunt their wealth and consisted of elaborate gardens and parks designed by renowned landscape architects, these parks were not accessible by the general public. Thankfully, modern parks have evolved as inclusive and increasingly accessible community assets created and developed for the enjoyment of all. A forefather of modern public parks, Frederick Law Olmsted, believed that parks should be open to everyone, providing respite from the hustle and bustle of life and promoting physical and mental wellbeing. His vision paved the way for numerous public parks around the world, shaping urban form and enhancing the quality of life for millions of people.

Public parks offer a multitude of benefits that contribute to the wellbeing of individuals and communities. Spending time in public parks has been proven to reduce stress levels, improve mental health, and enhance the overall feeling of wellbeing. Public parks play a crucial role in promoting physical fitness and healthy lifestyles, offering opportunities and space for recreational activities while providing environmental and biodiversity benefits for communities that are facing increasing urbanisation and densification.

Kāpiti Coast District Council's districtwide and destination parks provide facilities such as playgrounds, sports fields, gardens, and fitness equipment, encouraging people of all ages to engage in play and exercise. Parks are inclusive spaces where individuals can participate in any number of activities, fostering community cohesion and social interaction; parks are quiet spaces, offering areas to relax and unwind by yourself or with those special to you. Public open spaces provide for the protection of important cultural, biodiversity and environmental values. Our destination parks are popular with the district's tourists and visitors and are key in ensuring Kapiti maintains its unique character and reputation as a great place to live and play.

The vision for the community is a Kāpiti with a thriving environment, vibrant economy, and strong communities. Toitū te whenua, toitū te wai, toitū te tāngata – toitū Kāpiti: the lifestyle choice. Public parks contribute directly to the vision for a strong community and thriving environment which in turn leads to a vibrant economy.

The provision of quality parks and open spaces is integral to the ten strategic priorities developed through Vision Kapiti, across all three of the streams; "Place", "People" and "Partnership".

Figure 1 Council's Vision

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2 Kapiti's Open Space Strategy

Supporting the vision is the Kāpiti Coast Open Spaces Strategy (OSS). The OSS incorporates the communities' aspirations for open space in Kapiti, including setting the priorities, values, objectives and approach to the provisions and management of Open Space. The strategy provides a vision for the provision of open space throughout the district and aims to ensure that quality public open spaces are acquired, and existing spaces are developed to meet the needs of a changing population. The strategy celebrates all that we have on offer in the district and highlights areas where there are gaps, and where the network can and should grow to meet the communities vision.

The OSS introduces the nine categories (figure. 3) within which parks and reserves interconnect with each other and the community. Within each of these categories the OSS's outlines the purpose, potential characteristics and expected management standards of parks and reserves.

Figure 3 Open space categories

The OSS describes the provision of destination parks in the district as "well placed across the district, particularly when taking into account open space and opportunities provided by other agencies such as DOC and GWRC (for example QEII Park)". The strategy highlights areas for growth and development with respect to districtwide parks, including the potential future creation of a public garden.

2.1 What are Districtwide and Destination Parks

Destination and districtwide parks are the crown jewels in leisure and recreation provisions. Their purpose is to provide premier, high-quality spaces to support cultural vibrancy, visitor attraction, sporting opportunities and events. To achieve this status, the pinnacle of park categories, a destination park should include a range of experiences such as active recreation or novel attractions, provide places of relaxation, contemplation and appreciation, educational aspects, sports, events, functions or be valued for their amenity or intrinsic value. The OSS suggests that parks in this category should be a minimum of 5000m2 in size and be maintained to a high standard.

"At a minimum, open spaces in this category will have a facility that draws people to travel to the park, high-quality landscaping, iwi values and provides good accessibility for all ages and abilities" (OSS 2022)

... so how are we doing?

Currently in Kapiti we have 6 districtwide or destination parks at varying stages of development. The more established and developed of these are Haruatai Park, Waikanae Park, Mazengarb Reserve, Maclean Park, and Marine Gardens. More recently the acquisition of Otaraua Park, provides opportunities for biodiversity, conservation, and cultural connection to the whenua, while also providing additional sports grounds during peak demand periods. Kapiti's

topography means that we are fortunate to be able provide a generous number of flat, high-quality sportsgrounds throughout the District, compared with other areas of the Region.

2.2 What we do

The Parks, Open Space and Environment team manage, operate, and maintain all six of the district's destination parks, along with a growing number of parks and reserves (100 plus) throughout the district and an extensive tracks and trails network.

These parks, reserves and trails greatly increase the attractiveness of Kapiti as a place to live and visit, improving the quality of life of its residents, promoting health, and directly contributing to the four Wellbeing's outlined in the Council's OSS vision. Many of our sites have strong cultural histories and connections and provide opportunities for storytelling which we are stiving to increase the presence of, as we work closely with our mana whenua partners.

As well as maintaining current sites, the Council works with developers to identify and negotiate land that may be required for new parks and reserves as the district grows. New subdivisions and developments provide opportunities to increase Open Space accessibility and connection to the existing trail network and contribute to environmental values.

In terms of our districtwide parks, Council undertakes the following:

- Ensures that parks have management plans in place, and that they are updated regularly.
- Ensures that the legal status of our parks appropriately protect the land for the enduring enjoyment of the community now and the future.
- Ensures that the management of our parks, and the activities that occur on our Parks, are in accordance with the provisions of relevant legislation, including the Reserves Act, the Resource Management Act, and the Local Government Act.
- Works with our Mana Whenua Partners to incorporate cultural values into the management and development of our parks.
- Prepares and review development plans in partnership with mana whenua and in consultation with the community.
- Undertakes development and re-development of the parks as required, to provide for growth and changing demands.
- Undertakes day to day operation and maintenance; mowing, repairs, rubbish removal, etc
- Sports field maintenance and management
- Monitors the condition of the land and facilities
- Manages natural hazard risks within our parks
- Identifies opportunities for improving sustainability outcomes within our parks
- Ensures that the design of our parks incorporate crime prevention design and technology, where possible
- Issues leases and licences where appropriate
- Issues temporary event permits for events in our parks
- Identifies opportunities for and incorporating accessibility and inclusivity into park designs and upgrades
- Organises community activities and events in our parks
- Ensures that neighbouring development and activities do not negatively impact on our parks
- Identifies areas where we can improve the natural environment and biodiversity values within our districtwide parks
- Looks for opportunities to improve sustainable access to districtwide and destination parks, such as tracks and trail linkages.

2.3 How Parks are funded

Public parks being accessibility to everyone for free is a key principle underpinning our Open Space Strategy, so how are they funded?

There are four main sources of funding for the provision and management of all parks, reserves, and open spaces in the district. They are:

2.3.1 Financial contributions:

Financial contributions are currently levied under the Resource Management Act 1991, as per the levels set in the Operative District Plan, for all new development that increases the demand for reserves and public open spaces (new residential lots or additional dwellings on a lot).

In accordance with the provisions of the RMA and the policies contained in the District Plan, money received as financial contributions can only be used for acquiring land and developing new parks and reserves or for upgrading existing parks and reserves to cater for an increased demand at the location.

The financial contributions cannot be used for on-going maintenance costs or for asset renewals that are strictly 'Like-for-Like' replacements. This operational (OPEX) funding needs to be provided for elsewhere (see below).

The LTP estimates that Council will receive $69.19 million dollars, from financial contributions, over the next 20 years. The 2022/23 annual plan shows a surplus of $3.85 million dollars in the financial contribution reserve available for upgrading existing facilities or providing new ones.

This monetary reserve will be used to contribute funding, to the extent that is attributed to growth, for the following destination park projects:

- Waikanae Park upgrade commencing in 2024
- The continued Maclean Park refresh
- Marine Gardens splash pad and playground upgrade
- Development of Otaraua Park

The funding will also be required to acquire and develop land for other types of open space as the need arises, such as a potential indoor sports centre, new or upgraded neighbourhood parks to meet development demands (e.g. in Otaki and other areas undergoing significant growth), recreational and ecological linkages and acquisition of land with significant biodiversity values.

As mentioned above, the money received from financial contributions cannot be used for renewals (replacing like for like) or for the ongoing operation or maintenance costs of existing or newly acquired land and other assets. This funding must be sourced from other areas.

An increase in land and asset ownership by Council, as a result of the new developments funded by financial contributions, must be met by a corresponding increase in rates funding for the on-going costs to maintain and operate the facilities.

2.3.2 General Replacement and provisioning through the LTP (non-growth related)

In some instances, Parks and Reserves assets may simply require a like-for-like replacement not linked to a particular increase in growth related demand. In these instances, the depreciation of existing assets over the useable lifespan of the assets would be used to fund the replacement portion of any replacement with any upgrade to components being apportioned to the FC Growth Fund accordingly.

2.3.3 General rates:

All on-going OPEX relating to the operation, maintenance and management of parks is funded from rates. This includes playground renewal, maintenance and repair, green space mowing, gardening and tree maintenance, track and paths maintenance, rubbish collection and sports field management and operational costs. This ensures open space is accessible and available to everyone for free.

The Long-Term Plan over the next 20 years contains provision for the following OPEX items:

- Park furniture renewals and maintenance.
- Hard court (basketball, hockey, tennis, netball) surface renewals.
- Turf replacement and irrigation maintenance.
- Tree maintenance and planting.
- Operating expenditure $863,821 on average per year. On average, currently each districtwide/destination park costs $143,970 OPEX per annum to maintain and operate.

Increasing costs of labour and materials, plus the costs of maintaining and operating newly acquired land to meet demand and the OSS KPIs, means the above costs are likely to rise, up to 20% over the coming years.

2.3.4 Sportsground Charges and Leases

A small amount is charged for the administration of sportsground bookings and sports club building leases. This contributes less than 5% of the running costs of our sports fields. This funding source will be further detailed in the sports field asset management plan.

2.4 Reserves Act 1977

All of Councils owned parks and reserve are subject to the provisions of the Reserves Act 1977. The Act governs what activities can occur within parks and reserves and how the Council must manage parks and reserves, depending on how the properties are classified under the Act.

All districtwide parks are classified as Recreational Reserve, apart from some small parcels of land which form part of Waikanae Park and Mazengarb Park. The Council is currently undertaking a process to classify those parcels to ensure the on-going protection of the land under the Reserves Act.

The Reserve Act also requires Council to prepare and keep under continuous review a management plan for every reserve under its control, management, or administration. The management plan shall provide for and ensure the use, enjoyment, maintenance, protection, preservation, and development, as appropriate, of the reserve. Reserve Management Plans are prepared partnership with iwi and in consultation with the community. Currently all six destination and districtwide Parks have management plans, albeit outdated and in need of review. All but two of the plans were completed 1993, and the other two were completed in 2014 (Otaraua Park) and 2017 (Maclean Park). We are currently in initial discussions with iwi partners to co-design a reserve management plan process for all 100 plus parks and reserves.

3 Destination and Districtwide Parks

Figure 4 Destination and Districtwide parks

3.1 Haruātai Park

Location: Ōtaki
Size: 9.686 ha
Reserve Management Plan: August 1993 **Operative District Plan Zone:** PREC33 - Open Space Recreation Precinct
Description: Spread across nearly nine hectares of land, Haruātai Park is home to Ōtaki Pools, Ōtaki splash pad, Haruātai Playground, and Haruātai sports fields. There is a keyhole basketball court, and one of Kāpiti's newest playgrounds. The playground is home to Kāpiti's tallest swing and equipment for most ages and abilities. There are toilets, a double BBQ, and picnic facilities next to the playground. The sports fields are used for twilight football and cricket in the summer, and football in the winter. There are tennis courts available for public use. Adult exercise equipment is located next to the sport field carpark. Additionally, the park is also home to Ōtaki Montessori Preschool, Ōtaki Scouts, and Ōtaki Playgroup. The Park and the wider area are of high significance to iwi, who traditionally used this area for kai and rongoā. The wider Haruātai Block currently forms part of the active Treaty of Waitangi Settlement Claims by Ngāti Raukawa.

Notable work to date:
Ōtaki Lions pump track construction 2017
Playground upgraded 2017
Splash Pad development 2017
BBQ surfaces replaced 2023

Operational levels of service:
Mowing: Green spaces mowed on a 3-weekly schedule, depending on season
Sports fields are mowed weekly
Rubbish: Bins are emptied daily
Inspections: When visiting for mowing or reactive maintenance. Additional checks are carried out post storm event.

Council assets on site

- Artificial wickets
- Fitness equipment
- Car parking
- Car thoroughfare
- Grass sports fields
- Hard surface courts
- Leased buildings
- Park furniture
- Picnic facilities
- Playground
- Pump track
- Splash pad
- Swimming pool
- Walkways

Aspirations for Haruātai Park

- Proposed new signage at the entrance to the park to reflect cultural values and storytelling
- Fully Reorua (Bilingual) across all signage
- Increased local awareness of the assets available within the Park
- New reserve management plan to reflect the communities' views on the management and operation of the Park
- Creation of a development plan to review and guide the use of available space

Site specific risks:

- Park is partially owned by the Crown, not Council (Council appointed to 'control and manage")
- Flood hazard over part of the site, including playground and leased buildings.
- Stream corridor.

Key performance indicators (KPIs)

Service	Performance Indicator	2021/22 Results	2022/23 Target	2023/24 Target	2024/25 Target
Sports fields	Sportsgrounds are open when scheduled	97%	85%	85%	85%
Playgrounds	Residents are satisfied with the quality of playgrounds	98%	85%	85%	85%
Customer Satisfaction	Residents are satisfied with the quality of recreation and sporting facilities	89%	85%	85%	85%
Open Space	Residents are satisfied with the quality of the Council's parks and open spaces.	98%	85%	85%	85%
Facilities	Residents are satisfied with the current availability of facilities	93%	85%	85%	85%

Key stakeholders:

- Ngā hapu ō Ōtaki
- Ōtaki Community Board
- Otaki Sports Club (lease holder)
- Ōtaki Swimming Pool (lease holder)
- Montessori Pre-School Ōtaki (lease holder)
- Ōtaki Playgroup (lease holder)
- Ōtaki Scout Group (lease holder)
- Morris Enthusiasts Car Club (lease holder)

Projected work

Project	Category	TYPE	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Entrance sign	Renewal	CAPEX	18										
Development planning	Upgrade	CAPEX				50	50						
Playground redevelopment	Upgrade	CAPEX						280					

3.2 Waikanae Park

Location: Waikanae
Size: 32.54 ha
Reserve Management Plan: August 1993 **Operative District Plan Zone:** PREC33 - Open Space Recreation Precinct
Description: A large park with multiple areas home to a range of sports throughout the year. The sports fields host rugby and soccer during the winter and cricket in the summer. There are also exercise areas with equipment to train on. The Waikanae Pony Club, Waikanae Wrestling Club, Waikanae Rugby Club and Waikanae Recreation Centre base themselves within the park. A small skate park, playground, and open green space with picnic tables are available within a short distance to public toilets. The ecological site within the park is home to rare dwarf mistletoe and in there is a dog off-leash area in the western corner of the park. It is adjacent to the Council aquatics facility and is on a public transport route.

Notable work to date:

- Pump track installation 2021
- Removal of pine trees that were posing a safety risk in 2023
- Resurfacing of an area of land at the Southwest of the park to provide a more usable flat area

Operational levels of service:

Mowing: Green spaces mowed on a 3-weekly schedule, depending on season
Sports fields are mowed weekly
Rubbish: Bins are emptied daily
Inspections: When visiting for mowing or reactive maintenance. Additional checks are carried out post storm event.

Council assets on site

- Fitness equipment
- Car parking
- Ecological sites K189 and K065
- Grass sports fields
- Leased buildings
- Open green space
- Playground
- Pump track
- Park furniture
- Skate Park
- Toilets
- Walkways

Aspirations for Waikanae Park

- New reserve management plan to reflect the communities' views on the management and operation of the Park
- Consultation with the public to assist drafting a redevelopment plan for the entire Waikanae Park will begin in the second half of 2023.
- Fully Reorua (Bilingual) across all signage

Site specific risks:

- Dilapidated wrestling club building poses a safety and financial risk.
- Flood hazard risk on site (playground, carpark, and swimming pool)
- Stream corridor and overflow path at south-eastern corner of site
- Some small parcels of land not protected by Reserves Act and need classification.
- Closed Landfill site a registered contaminated site (SLUR SN/01/003/02)

Key performance indicators (KPIs)

Service	Performance Indicator	2021/22 Results	2022/23 Target	2023/24 Target	2024/25 Target
Sports fields	Sportsgrounds are open when scheduled	97%	85%	85%	85%
Playgrounds	Residents are satisfied with the quality of playgrounds	98%	85%	85%	85%
Customer Satisfaction	Residents are satisfied with the quality of recreation and sporting facilities	89%	85%	85%	85%
Open Space	Residents are satisfied with the quality of the Council's parks and open spaces.	98%	85%	85%	85%
Facilities	Residents are satisfied with the current availability of facilities	93%	85%	85%	85%

Key stakeholders:

- Ātiawa ki Whakarongotai
- Waikanae Community Board
- Waikanae Pony Club (lease holder)
- Waikanae Croquet Club (lease holder)
- Waikanae Park Wrestling Club (lease holder)
- Waikanae Community Market (lease holder)

Projected work ($000's)

Project	Category	TYPE	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Development planning	Upgrade	CAPEX	100										
Development plan implementation	Upgrade	CAPEX		1,500	2,000	1,500							

3.3 Mazengarb Reserve

Location: Paraparaumu
Size: 13.061 ha
Reserve Management Plan: August 1993 **Operative District Plan Zone:** PREC33 - Open Space Recreation Precinct
Description: This large reserve is home to the Mazengarb Sports Complex, Coastlands Kapiti Sports Turf and event facility, the Paraparaumu Croquet Club, and Kāpiti Gymnastics. The main sports fields are used for touch rugby in the summer and football in the winter. The playground is spacious, play equipment is spread out over a large area with a toddler specific section covered by shade sails.

Notable work to date

- Toddler playground upgrade, shade sail and witches hat installation 2020
- Field drainage installation 2019
- Installation of lights on fields to enable night training 2019

Operational levels of service:

Mowing: Green spaces mowed on a 3-weekly schedule, depending on season
Sports fields are mowed weekly
Rubbish: Bins are emptied daily
Inspections: When visiting for mowing or reactive maintenance. Additional checks are carried out post storm event.

Assets on site

- Car thoroughfare
- Car parking
- Flying fox
- Grass sports fields
- Hockey Turf
- Open green space
- Park furniture
- Pavilion
- Playground
- Public toilets
- Splash pad
- Swimming pool
- Walkways/Bridges
- Waterway

Aspirations for Mazengarb Reserve

- New reserve management plan to reflect the communities' views on the management and operation of the Park
- The improvement of sport ground surfaces through drainage installation, decreasing recovery time while increasing the useability of grass fields.
- Replacement of end-of-life playground assets as well as flying fox.
- Creation of a development plan to review and guide the use of available space.
- Fully Reorua (Bilingual) across all signage

Site specific risks:

- Isolated areas flood hazard on the site, including the playground
- Rear sportsground is flood storage
- Stream corridor

Relevant key performance indicators (KPIs)

Service	Performance Indicator	2021/22 Results	2022/23 Target	2023/24 Target	2024/25 Target
Sports fields	Sportsgrounds are open when scheduled	97%	85%	85%	85%
Playgrounds	Residents are satisfied with the quality of playgrounds	98%	85%	85%	85%
Customer Satisfaction	Residents are satisfied with the quality of recreation and sporting facilities	89%	85%	85%	85%
Open Space	Residents are satisfied with the quality of the Council's parks and open spaces.	98%	85%	85%	85%
Facilities	Residents are satisfied with the current availability of facilities	93%	85%	85%	85%

Key stakeholders:

- Mana Whenua
- Paraparaumu Community Board
- Kāpiti Gymnastics Club (lease holder)
- Paraparaumu Croquet Club (lease holder)
- Kapiti Community Recreational Turf Trust (lease holder)

Projected work ($000's)

Project	Category	TYPE	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Turf replacement	Renewal	CAPEX						1,000					
Part playground replacement	Upgrade	CAPEX	140										
Development Plan	Upgrade	CAPEX					50	50					

3.4 Maclean Park

Location: Paraparaumu
Size: 3.09 ha
Reserve Management Plan: November 2017
Reserve Development Plan: December 2018
Operative District Plan Zone: NOSZ - Natural Open Space Zone
Description: Maclean Park spans Paraparaumu beach with multiple beach access points through the dunes. There is plenty of off-street parking, a marine-themed playground, public toilets with baby change tables and beach shower, a large skate park, basketball hoop and open green space and facilities to have a picnic

Notable work to date:
The first stage of the Maclean Park Refresh has been completed which included:

- Removal of pond and kiosk and expand the recreational grass area
- Installation of outdoor furniture and covered BBQ area

Operational levels of service:
Mowing: Green spaces mowed on a 3-weekly schedule.
Rubbish: Bins are emptied daily
Inspections: When visiting for mowing or reactive maintenance. Additional checks are carried out post storm event.

Assets on site

- Beach accessways
- Car parking
- Changing rooms
- Hard surface court
- Leased buildings
- Open green space
- Playground
- Park furniture
- Picnic facilities
- Public toilets
- Skate Park
- Walkways
- Notable Tree (T58)

Aspirations for Maclean Park

- New reserve management plan to reflect the communities' views on the management and operation of the Park
- Completion of the 2017 Maclear Park Development Plan.
- Completion of the new amenity block and upgrade to the skate park.
- A review of the 2017 development plan to ensure the plan remains fit for purpose and achievable in the current financial climate.
- Beach accessway connected to the Park reviewed and considered for upgrade to increase accessibility – see Beach Accessway AMP
- Fully Reorua (Bilingual) across all signage

Site specific risks:

- Site is subject to storm surge (GWRC Sea Level Rise and Storm Surge Modelling)
- Site subject to sea level rise (GWRC Sea Level Rise and Storm Surge Modelling)
- Area around Boating Club and car park registered contaminated site (SLUR number SN/01/085/02)
- Incorrectly zoned under the ODP as Natural Open Space
- Site partially subject to flood hazard
- Stream corridor

Key performance indicators (KPIs)

Service	Performance Indicator	2021/22 Results	2022/23 Target	2023/24 Target	2024/25 Target
Playground	Residents are satisfied with the quality of playgrounds	98%	85%	85%	85%
Customer Satisfaction	Residents are satisfied with the quality of recreation and sporting facilities	89%	85%	85%	85%
Open space	Residents are satisfied with the quality of the Council's parks and open spaces.	98%	85%	85%	85%
Beach access	Residents are satisfied with access points to beaches	98%	85%	85%	85%
Facilities	Residents are satisfied with the current availability of facilities	93%	85%	85%	85%

Key stakeholders:

- Mana whenua
- Paraparaumu Community Board
- Kapiti Boating Club (Lease holder)
- Kapiti Underwater Club (Lease holder)
- Kapiti Island Nature Tours

Projected work ($000's)

Project	Category	TYPE	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Skatepark redevelopment cont.	Upgrade	CAPEX	900										
Phase 2 of redevelopment	Upgrade	CAPEX		357							2,922		

3.5 Marine Gardens

Location: Raumati Beach
Size: 3.49 ha
Reserve Management Plan: August 1993 **Operative District Plan Zone:** PREC33 - Open Space Recreation Precinct
Description: Marine Gardens Reserve contains cultivated trees, flower beds, open green spaces, and a wide range of play equipment for multiple ages; including a flying fox and sand pit with diggers. A splash pad is available for use during the summer. The green spaces contain picnic tables and picnic facilities. A large area of the park is leased to the Kāpiti Miniature Railway club who have built a double track with two tunnels and bridge. There are multiple off street parking areas for users of the park, lease holder club members and customers. Public toilets are available near the beach carpark, adjacent to the old Raumati Pool building.

Notable work to date:

Operational levels of service:
Mowing: Green spaces mowed on a 3-weekly schedule, depending on season
Rubbish: Bins are emptied daily
Inspections: When visiting for mowing or reactive maintenance. Additional checks are carried out post storm event.

Assets on site

- Car parking
- Gardens
- Flying fox
- Leased buildings
- Open green space
- Park furniture
- Picnic facilities
- Playground
- Splash pad
- Swimming pool
- Walkways
- Miniature railway

Aspirations for Marine Gardens

- New reserve management plan to reflect the communities' views on the management and operation of the Park
- Resolve ownership of the private strip of land known as "Old Coach Road"
- Development of old aquatic centre building in consultation with future tenant
- Creation of a development plan to review and guide the use of available space
- Fully Reorua (Bilingual) across all signage

Site specific risks:

- Old Raumati Pool building undergoing structural assessment
- Site is located on the coast in a known erosion prone area. Site is subject to storm surge (GWRC Sea Level Rise and Storm Surge Modelling)
- Site subject to sea level rise (GWRC Sea Level Rise and Storm Surge Modelling)
- Bowling green likely to be contaminated site?
- The frontage of the site, between the car park and the beach, is held in private ownership. This includes part of the car park and the boat launch area.

Key performance indicators (KPIs)

Service	Performance Indicator	2021/22 Results	2022/23 Target	2023/24 Target	2024/25 Target
Playground	Residents are satisfied with the quality of playgrounds	98%	85%	85%	85%
Customer Satisfaction	Residents are satisfied with the quality of recreation and sporting facilities	89%	85%	85%	85%
Open space	Residents are satisfied with the quality of the Council's parks and open spaces.	98%	85%	85%	85%
Facilities	Residents are satisfied with the current availability of facilities	93%	85%	85%	85%

Key stakeholders:

- Raumati Community Board
- Kāpiti Miniature Railway (lease holder)
- Raumati Bowling Club (lease holder)
- Waterfront Bar and Kitchen (lease holder)
- Te Waka Kapiti

Projected work ($000's)

Project	Category	TYPE	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Park Development plan	Upgrade	CAPEX						50	50				
Splash pad upgrade	Upgrade	CAPEX	500										

3.6 Otaraua Park

Location: Otaihanga
Size: 59.12 ha
Reserve Management Plan: December 2014
Reserve Development Plan: December 2018
Operative District Plan Zone: PREC33 - Open Space Recreation Precinct
Description: Otaraua Park is large open space used for football in the winter and cricket in the summer. A section of the park is leased to cultivate native flora and provide horticulture training while an implement shed on site is used to house waka. Two portaloos are located at the entrance of the park for public convenience. High voltage power lines traverse the site from north to south.

Notable work to date:
Drainage completed on fields closest to the main entrance up to implement shed increasing the amount of usable field time.
Entrance secured by new gate and fence after antisocial behaviour reported in the park

Operational levels of service:
Mowing: Sports fields are mowed weekly
Rubbish: Bins are emptied weekly
Inspections: When visiting for mowing or reactive maintenance. Additional checks are carried out post storm event.

Assets on site

- Artificial wicket
- Bridges
- Car parking
- Grass sport fields
- Leased buildings
- Park furniture
- Public toilets
- Ecological Site K187

Aspirations for Otaraua Park
A 20-year development plan, drafted in partnership with Council's key partners - mana whenua Ātiawa Ki Whakarongotai and the Otaraua hapū, was adopted in 2018. The development plan would see the park built in a staged, affordable approach. Changes in Council vision and an increase in both forecasted capex and OPEX has slowed progress of this development. A needs assessment is being carried in June/July 2023 to see if additional sports facilities are required within the region before further progress is undertaken within the park.

Site specific risks:

- Adjoins registered contaminated site (SLUR SN/01/128/02)
- Flood hazard over approximately 50% of the site
- River corridor

Key performance indicators (KPIs)

Service	Performance Indicator	2021/22 Results	2022/23 Target	2023/24 Target	2024/25 Target
Sports fields	Sportsgrounds are open when scheduled	97%	85%	85%	85%
Customer Satisfaction	Residents are satisfied with the quality of recreation and sporting facilities	89%	85%	85%	85%
Open space	Residents are satisfied with the quality of the Council's parks and open spaces.	98%	85%	85%	85%

Key stakeholders:

- Waikanae Community Board
- Ātiawa Ki Whakarongotai
- Kāpiti Coast United Football Club
- Ōtaki Community Board
- Groundtruth Limited (Lease holder)

Projected work ($000's)

Project	Category	TYPE	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Development plan review	Upgrade	CAPEX		50									

4 Assets

4.1 Asset condition and assessment

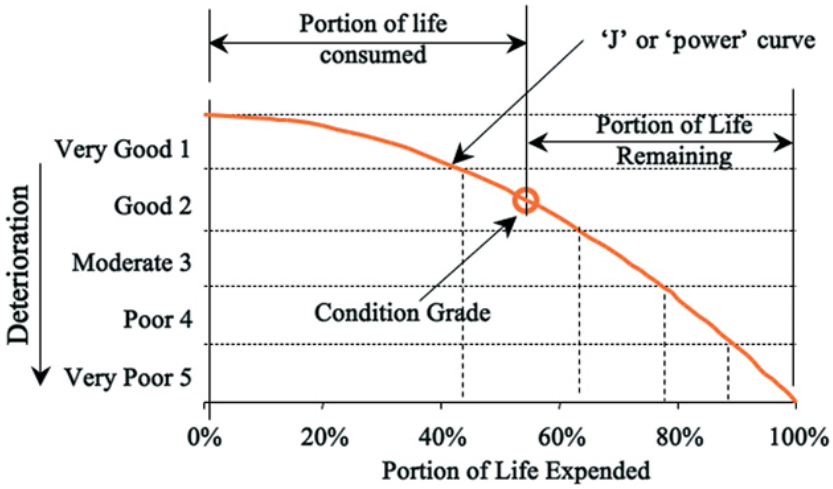
As can be seen from the above section, each Districtwide or Destination Park contains several different asset types that the Parks, Open Space and Environment team install, maintain, operate, replace, and upgrade as required. Typically, assets in Parks include things such as: playground equipment, park furniture, lighting, drainage, buildings, amenity blocks, hard courts, and sports fields.

Every three years the assets within Parks are condition assessed and given a condition grading, which will give an indication of what remaining life is left for the asset or asset component. Condition ranges from C1 to C5, with C1 considered superior condition, meaning it is assumed to have a significant percentage of its life left and C5 meaning it is at the end of its life and needs replacement. This is shown in the following table.

Grading	Assumed % of asset life remaining
C1	100-55%
C2	54-37%
C3	36-25%
C4	24-11%
C5	10-0%

The condition of an asset declines slowly in the early stages of an asset's life, but as it ages, deterioration speeds up, especially after 50% of the asset life has been consumed. Figure 5 illustrates this "deterioration curve".

Figure 5 The deterioration curve



Each asset contains components specific for their requirements (e.g. a playground is comprised of several individual assets), which in turn will have different life expectancies and management requirements.

The data required to accurately calculate the remaining life of an asset within Kāpiti Coast's parks and reserves was not historically captured. Current confidence in asset data is therefore low, resulting in a reliance on visual site condition assessments, a guess as to the age of the equipment, and staff expertise being relied on when determining which assts require renewal, upgrade, or maintenance.

To increase data confidence and better manage assets, the Parks, Open Space and Environment team has recently trailed the use of the SPM Asset Management System (SPM). SPM is assisting in the capture of assets and their

condition within SPM. The system will then provide a Condition Grade, based on the deterioration curve model above, which will drive asset renewals/replacements. The appropriateness of the SPM system for Parks/Open Space specific spatial information is still being tested.

Figure 6 below shows the condition assessment of assets currently captured within each destination and districtwide park, via aggregated percentage. Figure 7 shows the corresponding cost to renew those assets (for example 83% of Haruātai Park's assets are within a C1 grade, with 55-100% of their life remaining).

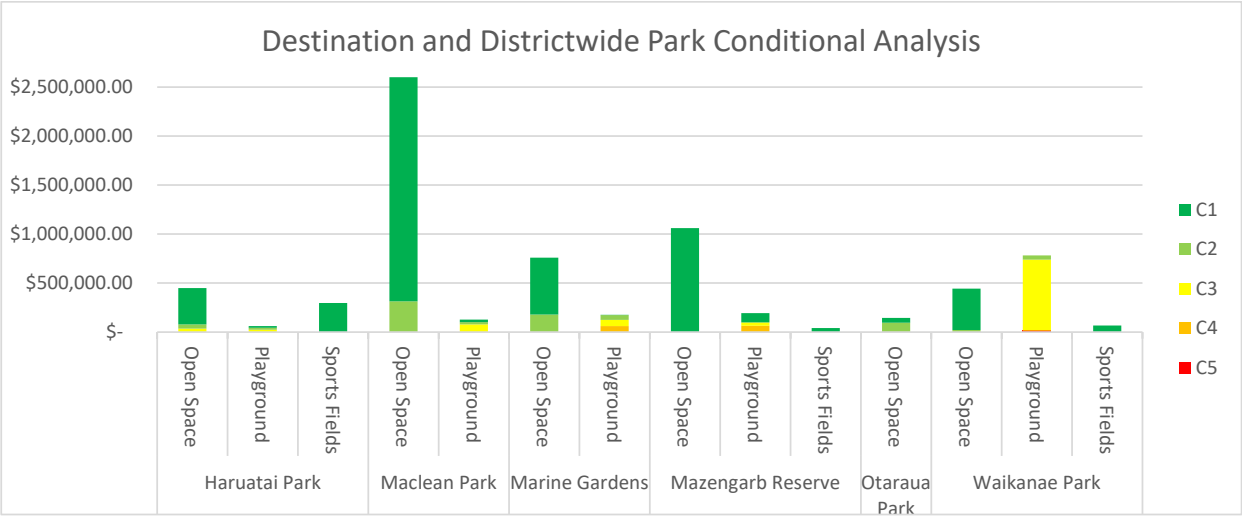
The current data indicates that most assets in our destination parks have over half of their lifespan remaining, however, as noted in the previous paragraph, our confidence in this information is low. This means the renewal cost noted in Figure 7 is **most likely inaccurate**.

A thorough asset capture and condition assessment of assets within all Council Parks and Reserves is part of our Work Plan to improve data confidence. This work is commencing in September 2023 with asset capture and condition assessments taking place within cemeteries and districtwide/destination Parks. Completion of this work will help the Parks team create maintenance plans, schedule renewals, and inform investment decisions.

Figure 6 Condition of assets within destination and districtwide parks

Location	C1	C2	C3	C4	C5
Haruatai Park	83%	8%	10%	0%	0%
Maclean Park	57%	27%	15%	1%	0%
Marine Gardens	65%	18%	12%	4%	0%
Mazengarb Reserve	78%	10%	6%	6%	0%
Otaraua Park	55%	32%	14%	0%	0%
Waikanae Park	71%	8%	15%	0%	6%

Figure 7 Condition Analysis of captured assets within destination and districtwide park assets



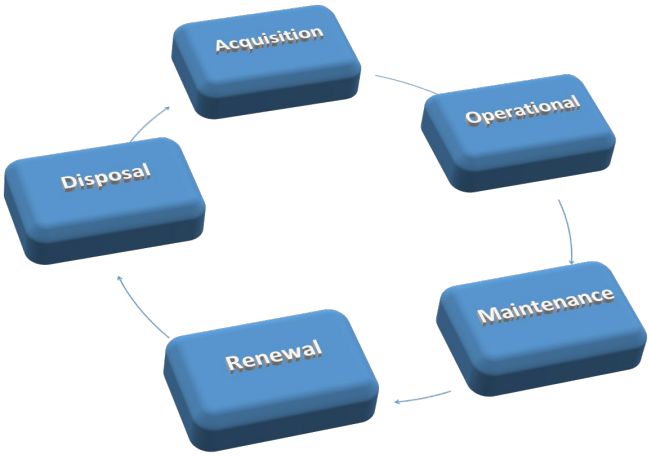
4.2 Asset lifecycle

KCDC takes a whole of life approach to managing assets. The asset life cycle is described in Figure 8 - Asset life cycle below. Lifecycle asset management identifies that there are costs that occur at all stages of an asset's life. When acquiring a new asset, it is important to track the anticipated costs for the full life of the asset including acquisition, maintenance and operational costs, administrative costs, depreciation, renewal, and disposal costs.

The asset, once created, will always be in a state of decline, and regular maintenance and condition assessments ensure that an appropriate level of service is provided- for as long as possible. The useful life of an asset is impacted by several factors such as:

1. Physical properties – what it is made of, how it was built, different components that make up the asset, operational and maintenance needs.
2. The environment in which the asset resides – climate, socio-economic influencers.
3. Customer requirements – expectations, demands, level of use.

Figure 8 - Asset life cycle



Cycle	Description
Acquisition	The asset is acquired through capital expenditure or other Council processes to satisfy an identified need.
Operations and Maintenance	Routine maintenance is the work that is required to keep the assets in a safe and usable condition. Work undertaken ranges from cleaning, painting, small repairs, replacing small items of equipment. Work is prioritised based on several factors; Safety, Asset Component affected, Level of Service. Work is identified through Service Requests (SR) and inspections.
Renewal	Asset are renewed when it is more cost effective in the long term to replace rather than continue to maintain the asset, determined through the analysis of condition and cost information. Renewal expenditure includes the replacement of assets to restore an asset to its original level of service, i.e. capacity or required condition. Creating a renewals programme is a complex undertaking with several processes influencing the outcome and will be managed through the SPM Assets software
Disposal	Finally, at the end of the asset's useful life, it is removed from service and either recycled, re-purposed, or taken away as refuse. Although the asset has no business value anymore, it may still need to be disposed of efficiently to ensure it does not harm nature or society. If however there is still an operational need for this type of asset, a replacement can be purchased, and the life cycle begins again with the acquisition of a replacement.

4.3 Operations and Maintenance

Maintenance strategies cover the practices that we employ to operate and maintain Parks and Reserves to achieve an optimum use of assets and agreed service levels. Council strives to keep Parks and Reserves clean, accessible, safe,

and well maintained by carrying out planned, cyclic and responsive maintenance. Maintenance of assets does not increase an asset's service potential or keep it in its original condition. It slows down deterioration and delays the need for rehabilitation or replacement. It is a way of ensuring that an asset continues to deliver at the required level of service for the longest period.

Maintenance requirements are generally identified through visual inspection and a fit-for-purpose evaluation process. There are three main types of maintenance activity:

- Routine – The regular ongoing work that is necessary to keep assets at their required standard, such as emptying bins, clearing litter, mowing grass.
- Cyclic – Planned and preventative maintenance such as renewing safety surfaces (bark) and equipment, painting sports fields or water blasting furniture.
- Reactive – Such as minor repairs to damaged equipment via prolonged use or vandalism, removal of graffiti, reinstatement of tracks after bad weather or emergency repairs.

Ideally a maintenance schedule for each park and the assets it contains, following manufacturers specifications, will be prepared, and updated when an asset is acquired. However, a lack of asset information and resources does not allow for this level of maintenance on all assets. Improvement is required in this area and as such has been added to the improvement plan.

4.4 New Assets, Upgrades and Renewals

The requirement to install new assets, or upgrade existing assets, within a destination or districtwide Park is commonly generated through feedback from the community or to meet an existing gap or to accommodate growth within the area. Renewals are when assets are replaced, like for like. Renewals occur when assets reach their end of safe usable life, and after assessment, are deemed to still be required but that an upgrade is not necessary.

The decision to purchase a new asset, upgrade an existing asset or renew an asset follows a process specific to the asset type (e.g. playground, furniture, bridge). The decision process includes assessing the below factors:

- Visual condition
- Health and Safety
- Growth
- Use
- Budget expenditure

To assist in planning for growth and ensure the needs of communities are met within destination and districtwide parks, the creation and implementation of development plans for each of the six parks has been included in the improvement plan at the end of this report. These plans will be created in partnership with mana whenua and in consultation with the stakeholders and the public. The development plans will ensure districtwide and destination parks remain interesting and relevant to all users and will help inform the work plans for future years. Development plans will need to be routinely reviewed to ensure relevancy and updated accordingly.

<u>Current planned work relating to upgrades/renewals</u>

- Marine Gardens splash pad components renewed or upgraded in 23/24
- Mazengarb Reserve flying fox and selective play equipment renewed 23/24
- Implementation of the Maclean Park 2017 development plan is underway with construction on the skatepark to start January 2024. A review of the plan to be undertaken 24/25
- Consultation around a Development plan for Waikanae Park is expected to begin late 2023.
- The Otaraua 2017 Development plan is on hold while a needs assessment on sports fields and facilities within the region is completed. A review of the 2017 Development plan will likely be undertaken at completion.

4.5 Consequences of Non-Renewal

Failure to address renewals in a timely manner will result in a bottleneck of renewals in the future and increase the risk of assets no longer being fit for purpose. Maintenance needs will escalate across all assets, increasing health and safety risks to the public and liability to Council.

4.6 Asset Disposal

All end-of-life Parks assets that are replaced and no longer safely usable will be disposed or disassembled and their materials recycled wherever possible and appropriate.

5 Levels of Service

The Council aims to manage assets within Destination and Districtwide Parks to provide the agreed Levels of Service (LoS) in a sustainable manner over the life of the assets. This section defines the LoS that the Council intends to deliver, and the measures used for monitoring performance. The adopted LoS supports Council's vision and is based on user expectation, statutory requirements as well as Council strategies.

Levels of service for assets within Districtwide and Destination Parks are key to connect the strategic objectives to the service delivery.

5.1 Key performance indicators (KPIs)

The set of quantifiable measures used to gauge long term performance is listed on each "Park on a Page" in section 3. These KPIs were designed to align with Council's objectives of providing valued and safe facilities in a cost-effective manner to the community.

While informative, the current KPI's are heavily biased towards satisfaction and anecdotal opinion. A review of the current KPI's has been added to the improvement plan at the end of this report, to investigate new indicators to provide more quantifiable data.

5.1.1 Engagement

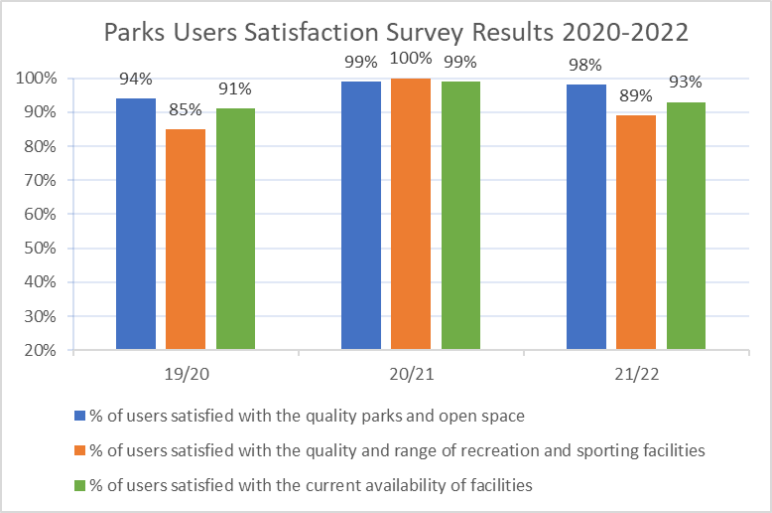
The Parks team actively engages its' customers through open days, community consultation events, surveys, service requests and other feedback to ensure that the service delivered is aligned to the needs of, and is of value to, the community.

5.1.2 Park Satisfaction Survey Results

User satisfaction results regarding Parks and Reserves has been consistently above 90% over the past 3 years, with 85% being the target.

Each year a Parks Survey report is produced, using information gathered by an independent contractor, and the feedback received informs plans for future development. User satisfaction is currently targeted at current users, and it is unclear if this is representative of the potential users of Parks. This is an area that needs further work and refinement to provide a larger and more detailed base of information from a wider source. This is included in the improvement plan at the end of this report.

Figure 9 Parks Satisfaction Survey Results 2020 to 2022



5.2 Kaupapa (Values)

While all kaupapa in the Open Space Strategy is relevant, the following are of particular importance or value to the community and influence how we strive to manage, plan, and operate parks and open space on a daily basis.

Value	Description	
Whakapapa/Wairua	Accessible and connected	Parks are accessible throughout the district to all users including people who have a wide range of abilities, connecting urban residents
Whakapapa	Community benefits	A range of options is available to address the needs – recreational, economic, and social – of different groups.
Māramatanga	Responsiveness/reliability	Council responds to service requests promptly, in a respectful and friendly way, issues are addressed promptly.
Māramatanga	Sustainability	Council looks ahead for the long-term needs and requirements of users and that the properties are managed in a financially responsible manner that does not negatively impact on the user or council.
Māramatanga	Information/Education	Gathering and sharing information and data to better develop shared spaces.
Mauri	Quality	Council ensures that the appearance of Parks is acceptable and encourages the use of assets.
Mauri	Resilience	Resilient to range of effects; and have utility during and after an event.
Wairua	Capacity	Parks can meet community needs and can be sufficiently flexible to accommodate a range of activities.
Wairua	Safety	Park users feel safe within and when using assets within Parks.
Te Ao Tūroa	Amenity	Assets and green spaces are clean, tidy, in good condition desirable to visit and or use.
Te Ao Tūroa	Availability	Parks and the assets within are available to users as appropriate.
Mana	Kaitaikitanga	Parks are managed in a way that they do not negatively impact on the surrounding environment.
Mana	Community Engagement	Providing community connectivity

6 Demand Management

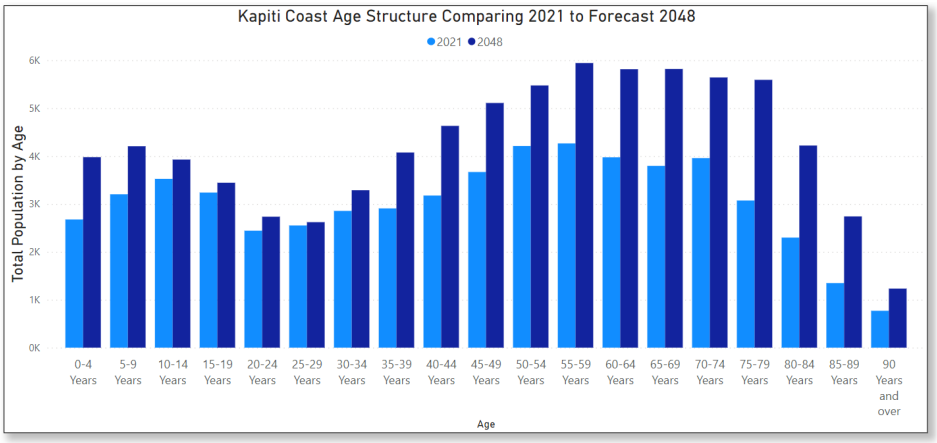
Ensuring destination and districtwide parks provide enough space to frolic through, assets to use, or fields to win on is a juggling act. Locals, clubs, exercise enthusiasts/cross-fitters and visitors from outside the district come to our parks specifically for their amenities or intrinsic values. The opportunity to expand the area of a destination or districtwide park is often limited and as such Council's focus is on the optimal utilisation of all available space and the usability of high quality of assets within these parks.

6.1 Growth

According to the 2018 census the population within the Kāpiti Coast Districts was 53,673. This is forecast to grow to 85,658 by 2050. Population growth is projected to be higher in Paraparaumu, Waikanae and Otaki with negative growth anticipated in Paekākāriki.

The profile of growth in the table below shows that more under 5s and elderly people will feature in future Kāpiti.

Figure 10 Forecast Population Growth by Age



Knowing how the population will grow, and in what areas, goes some way in assisting Council to determine how much, and what type, of open space is required. An important statistic missing for our destination and districtwide parks is how many people use the existing spaces. To capture this data the improvement plan includes an action for Council to identify locations of perceived high use within districtwide and destination parks and install people counters. This data, when paired with survey submissions, will assist Council in identifying the most used sections and assets within a park which will direct either investment in new assets, upgrading an asset to cater for increased demand or renewing an asset like for like.

6.2 User demand

Park users have an opportunity to provide feedback to Council during the annual parks survey, through service requests and via community engagement. User expectations for destination and districtwide Parks can be grouped into the areas shown in the below Figure 11 User Expectations.

Figure 11 User Expectations

.

Analysis of the 2023 parks survey and service requests have elicited the following observations from across the district:

- There is an increased expectation around wetland and biodiversity conservation
- Expectation that sports fields are well drained resulting in fewer cancellations due to weather events
- Some community members have been hounding council staff about the increasing dog population across the district, and have expressed an expectation that dog facilities are best in breed, with an identified need for parks or areas in existing parks to be specified for small dog breeds
- Better and more varied play equipment is often requested
- Increased demand for grazing rights
- More demand for older persons activities and facilities
- Expectation of increased accessibility and privacy at Council facilities
- Safety through lighting, CEPTED, staff presence and CCTV

Through the proposed development plans for each destination and districtwide park Council will be able to identify what is required to meet expectations within each park that is relevant to both the local community as well as attractive to visitors from outside the district.

6.3 Economic Development

Kapiti's districtwide and destination parks contribute to the economic development of the district in several ways. Not only do they provide a destination for tourists and are popular with visitors to the district, but the provision and accessibility of high quality multi use parks also contribute to making Kapiti a desirable place to live, work and play.

The development of destination and districtwide parks is guided by the Open Space Strategy and the Kapiti Destination Management Plan. Districtwide and destination parks support and contribute to several of the strategic priorities contained in the Destination Management Plan, including:

> *Strategy 1 Effective and collaborative leadership across iwi, industry and community;*
>
> *Strategy 2 Develop the Kāpiti destination story to build awareness and position the district as a sustainable visitor destination;*

Strategy 3 Grow quality experiences to encourage new and existing markets to visit and spend;

Strategy 4 Create a destination recognised for acting sustainably;

Strategy 5 Develop a destination that is well connected.

Further work on determining how we can develop our districtwide and destination parks to fully utilise their potential to assist the Council in meeting the above strategies should be carried out.

7 Risk Management

7.1 Risk management approach

The risk management process involves continuously identifying and assessing risks the impact of those risks within parks and reserves.

Council also operates and maintains a Council wide active risk register. The risk register records the details of all identified risks, their severity (likelihood of occurring and consequence should they happen). The register also identifies the controls that are implemented to minimise the likelihood of something happening and the resulting consequence to people of property.

At an operational level each park, and the assets within the parks, have been assessed against a set of criteria to develop a prioritisation that will help influence decision making, response times and inspection frequencies and minimise any risk to the extent possible.

7.1.1 Hazards and Risks

Districtwide and Destination Parks contain multiple assets across many combinations of land uses (sports, play, recreation etc.). Each asset type has corresponding hazards and risks which are, or will be, detailed specifically within their corresponding AMP. The relevant AMP's, which are either already completed or scheduled to be prepared, are:

- Public toilets
- Tracks and Trails
- Hard assets i.e., walkways, bridges, furniture
- Sports grounds
- Ecological and Environmental assets
- Playgrounds

7.1.2 Critical Assets

Specific assets within districtwide and destination parks are critical in the sense that they are necessary for continued provision of services to the community. These assets may have a high consequence of failure, but not necessarily a high likelihood of failure due to controls put in place. The identification and management of these risks, includes engaging specialists to assess them on a regular basis. Within districtwide and destination parks these assets include

- Playground play equipment -inspections are undertaken by a qualified independent inspector every three years.
- Bridges in parks – inspections are undertaken in conjunction with the Council's wider roading bridge inspections by WSP Opus. Bridge inspections are completed every three years.

7.2 Climate change

All land within Kāpiti is susceptible to one or more effects of Climate Change including increased flooding, rising ground water tables, changing coastlines, and increasing temperatures. Following Council's direction on Climate Change and its affects, the Parks, Open Space and Environment team are exploring ways in which Parks within the district can be adapted to minimise climate disruption to users, increase resilience and assist in mitigating the effects of emissions.

The Parks, Opens Space and Environment team have identified five key areas to further investigate to reduce emissions, mitigate their effects, provide resilience, or encourage better use of land in a changing environment.

- Less reliance on fossil fuels (including contractors)
- Smarter water use (Sports fields)
- Shade within parks (Playgrounds and Open spaces)
- Tree planting (Planting and maintenance plans)
- Relocating assets currently within flooding/ponding/river corridor areas and embracing the 'wetness' through appropriate wetland construction and enhancement

8 Financial Summary

This section broadly describes the financial requirements, implications and considerations associated with the implementation of the Management Plan. The financial projections will be improved as the discussion on desired levels of service, improvement areas and asset performance mature, with refinement achieved via the subsidiary management plans for each component asset group/class making up the destination park network (i.e. sports fields, playgrounds etc.)

8.1 Financial overview

A financial overview or summary of all CAPEX and OPEX for Destination and Districtwide Parks, including all costs for staffing, recoveries, projects, and renewals is not readily available due to the mechanism in which recording of CAPEX and OPEX currently occurs. However, relevant breakdowns will be provided in future AMPs, which are of relevance and have cross over with this plan, including:

- Sportsground Asset Management Plan
- Playground Asset Management Plan
- Ecology and Biodiversity Activity Management Plan
- Recreational Tracks and Trails Asset Management Plan

9 Relevant statutes and policies

9.1 Legal requirements

In managing Public Reserves and the assets within them, Council must comply with the following legislation:

- Local Government Act 2002
- Resource Management Act 1991
- Building Act 2004
- Health and Safety in Employment Act 2016
- Reserves Act 1977
- Property Law Act 2007

- Conservation Act 1987
- Public Works Act 1981
- Heritage New Zealand Pouhere Taonga Act 2014

9.2 Relevant standards

Standard	Description/Impact
Building Code	The Building Code fits in with the Building Act and lays down a range of requirements relating to built assets which the Parks, Open Space and Environment team consider in managing the portfolio of the group. All new building work must comply with the Building Code, which sets out performance standards that buildings must meet. It covers aspects such as structural stability, fire safety, access, moisture control, durability and services and facilities.
NZS 5828:2015 Playground equipment and surfacing	Specifies general requirements for playground equipment and surfacing for New Zealand
AS/NZS 4360:2000 Risk Management for Local Government	Guidelines for assessing risks and developing risk management strategies
International Infrastructure Management Manual 2015 & IIMM55000	Provides for strong governance and accountability, more effective and sustainable decisions, enhanced customer service, effective risk management and improved financial efficiency.

10 Summary

A lot goes into the successful management and operation of a destination park, from ensuring legal compliance with the various statutes to keeping the turf in top notch condition for those future all blacks and white ferns, as well as ensuring we plan our parks to take full advantage of their potential in providing a valued and valuable community resource which enriches the lives of residents and visitors.

While we are currently doing a lot of things well, there is significant scope for improvement. An increase in cultural presence and storytelling in our parks that link the history of the whenua to the present day would further enhance our parks and how they are experienced. The work currently underway to ensure that our parks are appropriately held and protected under the relevant legislation will ensure that the parks will be available for the community to enjoy now and in the future. The updating and development of management and development plans for each park will enable Council to co-partner with mana whenua in understanding the values of the land and allow the community to have input into how parks are managed and need to evolve to meet the needs of a growing population.

We are also improving our data management and asset capture to ensure that we are managing the assets on our parks to the appropriate standards, and we are increasingly looking for ways to undertake our activities and develop our parks in a more sustainable and resilient manner. As intensification is an inevitable and necessary part of the district's growth, destination parks will provide increasingly important open spaces and recreational opportunities and facilities to our communities.

11 Appendix 1 - Improvement Plan

No.	Improvement Area	AMP Ref. No.	Action	Priority	Indicative Timeframe		
					2024/25	2024/26	2026/27
1	Reserves Act	2.4	Ensuring legislative compliance of all parks	H			
2	Assets	4.1	Develop asset capture and condition assessment program	H			
		4.3	Leverage asset database to create proactive maintenance schedule	M			
		4.4	Create or review development plans for each Districtwide or Destination Park	M			
3	Levels of Service	5.1	Review Park KPI's to have better measurables	H			
4	Demand Management	6.1	Identify locations to install, and then install, people counters	M			
5	Economic Development	6.3	Undertake work on how parks can be developed to better contribute to the strategies outlined in the Destination Management Pla.	M			
6	Climate change	7.2	Undertake impact assessments at each destination or districtwide park to assist in decision making processes.	H			
		7.2	Investigate electric or hybrid alternatives to petrol tools/vehicles	M			
7	Cultural Presence	2.1	Partner with mana whenua to increase cultural presence, storytelling, and bi-lingual signage in our parks	M			

12 Appendix 2 – A3 Maps

12.1 Districtwide Map

- Haruātai Park
- Waikanae Park
- Otaraua Park
- Mazengarb Reserve
- Maclean Park
- Marine Gardens

12.2 Haruātai Park

12.3 Waikanae Park

12.4 Otaraua Park

12.5 Mazengarb Reserve

12.6 Maclean Park

12.7 Marine Gardens Raumati

Kāpiti Coast DISTRICT COUNCIL
Me Huri Whakamuri, Ka Titiro Whakamua

Asset Management Plan

Aquatics Facilities

Te Kaiwhakahaere Wāhi Puna Wai

Version No.	Date	Review Date
1	12 October 2023	September 2024

	Name
Author	Steve Millar, Claire Winter
Reviewed by	Mike Mendonca
Approved for Issue by	Mike Mendonca

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1 About this Activity

1.1 Strategic alignment

This Asset Management Plan (AMP) covers the Council's three Aquatic Facilities located in the Kāpiti District. This is the first time that the Aquatic Facilities activity has been separated out as a stand-alone paper. The purpose is to provide Councillors, Elected Members and the Community with a comprehensive document which summarises the planning for Aquatics over the life of the assets and to inform the Long-term Plan.

This document will:

1. Describe and outline the plan for existing assets.
2. Summarise issues and highlight projects needed in the future to maintain the approved levels of service.
3. It will identify where there are funding requirements, risks, maintenance needs and,
4. Will allow decision makers to make wise and well considered decisions.

Kāpiti Coast District Council is the only provider of public swimming pool facilities. Council provides aquatic facilities to support the wellbeing, fitness, health, education, sport, and leisure aspirations of the community.

These assets are a popular feature for residents as well as visitors to the region who come for holidays and tourism activities.

These facilities host more than 300,000 visitors per annum and have a high level of customer satisfaction.

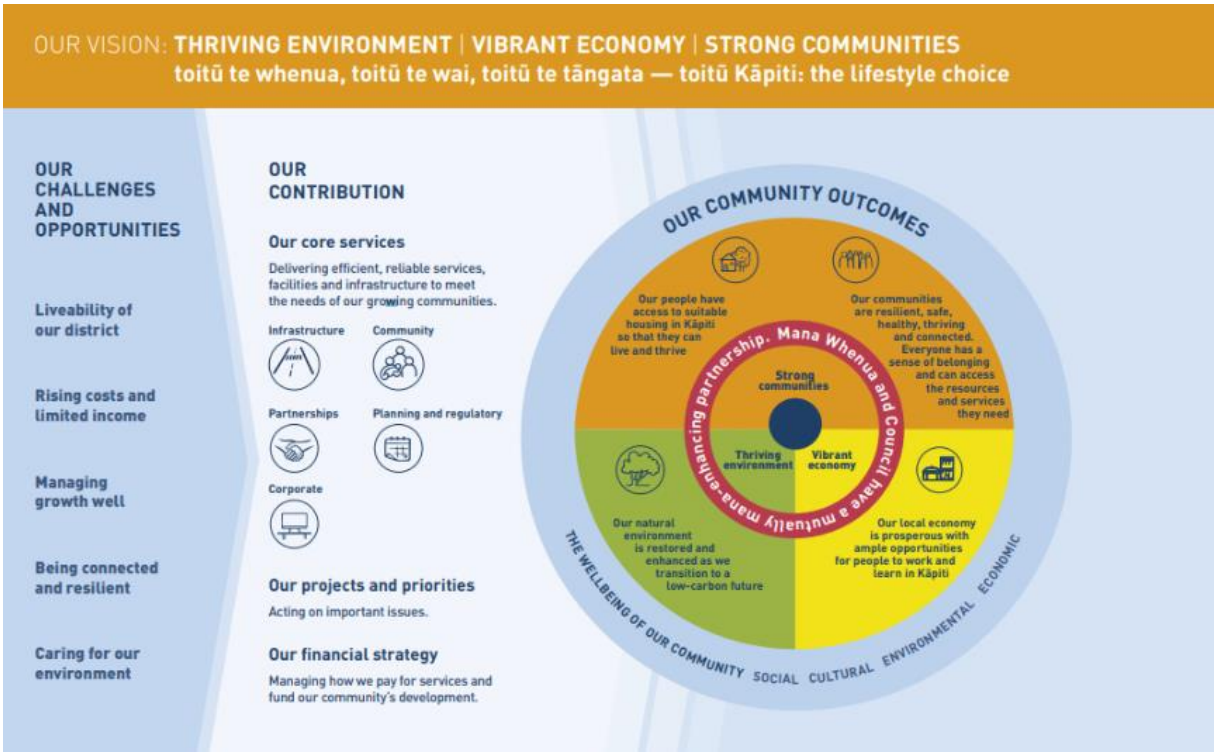


Figure 1 Our Vision

1.2 What we do

The Council is in the business of providing Aquatic Facilities as it enables people to learn to swim and enhances community well-being by providing opportunities for physical recreational and leisure, enabling improved community health & fitness and providing opportunities for social interaction.

Council recognises the importance of the facilities and maintaining them to be a safe and inviting space for a diverse and active community. This includes meeting our obligations to meet water quality and health & safety standards as outlined in the annual Poolsafe[1] Accreditation.

1.3 Activity goals:

We aim to provide Aquatic Facilities that.

- Assist in meeting the community demand for aquatic activities across the district.
- Promotes physical, psychological, and social wellbeing through a variety of programmes.
- Engage locally with our communities, in particular Mana Whenua in Ōtaki.
- Provide a venue for regional competitive events.
- Adopt best environmental practices when considering new or renewal of assets.
- Provide sound forward planning through asset management, and
- Ensure our facilities meet the changing needs of our community.

1.4 Funding Policy

Aquatic Facilities are funded 70-75% by District-wide general rates and 25 - 30% by user fees.

In the 2023 Long-Term Plan over the next 10 years there is provision for Capital Expenditure of $16.4m

Funding policies are reviewed periodically by Council. Consideration is being given to current pressures on operating budgets considering escalating costs for chemicals, energy, maintenance, and staffing.

Council's main financial liabilities in Aquatics are.

1. That the ageing condition of Waikanae and Ōtaki Pools (both over 50 years old) are resulting in increased maintenance and renewal of existing plant.
2. De-gassing Waikanae and Ōtaki Pools to meet the councils zero carbon emissions target require significant investment in plant, infrastructure, and buildings to be achieved. (Noted in the LTP)
3. The services infrastructure to Ōtaki and Waikanae Pools require attention to service the proposed upgrades.
4. Coastlands Aquatic Centre has two significant design features (moveable floor and a foiltec roof) where the risk of failure increases markedly in the next 10 years.

[1] Poolsafe is an industry led, voluntary management system designed by the industry for the industry. It enables peer to peer assessment and moderates the delivery of public aquatic facilities services, with the intent to limit serious harm to their communities.

2 Our Assets

Council operates three Aquatic Facilities.

Aquatics Centre or Swimming Pool		**Status**
Ōtaki Pool	Haruatai Park	Open
Waikanae Pool	Ngarara Road Waikanae	Seasonal (Funded for a 20-week season)
Coastlands Aquatic Centre	10 Brett Ambler Way	Open
Splash Pad		
Marine Gardens Splashpad	Marine Gardens – Raumati South.	Manage and maintenance for Parks.

The closed Raumati Pool is not covered by this Plan.

2.1 Asset Condition

Every three years assets are condition assessed and given a condition grading, which will give an indication of what remaining life is left for the asset or component. Condition ranges from C1 to C5, with C1 considered superior condition, meaning it is assumed to have a significant percentage of its life left. Under this model:

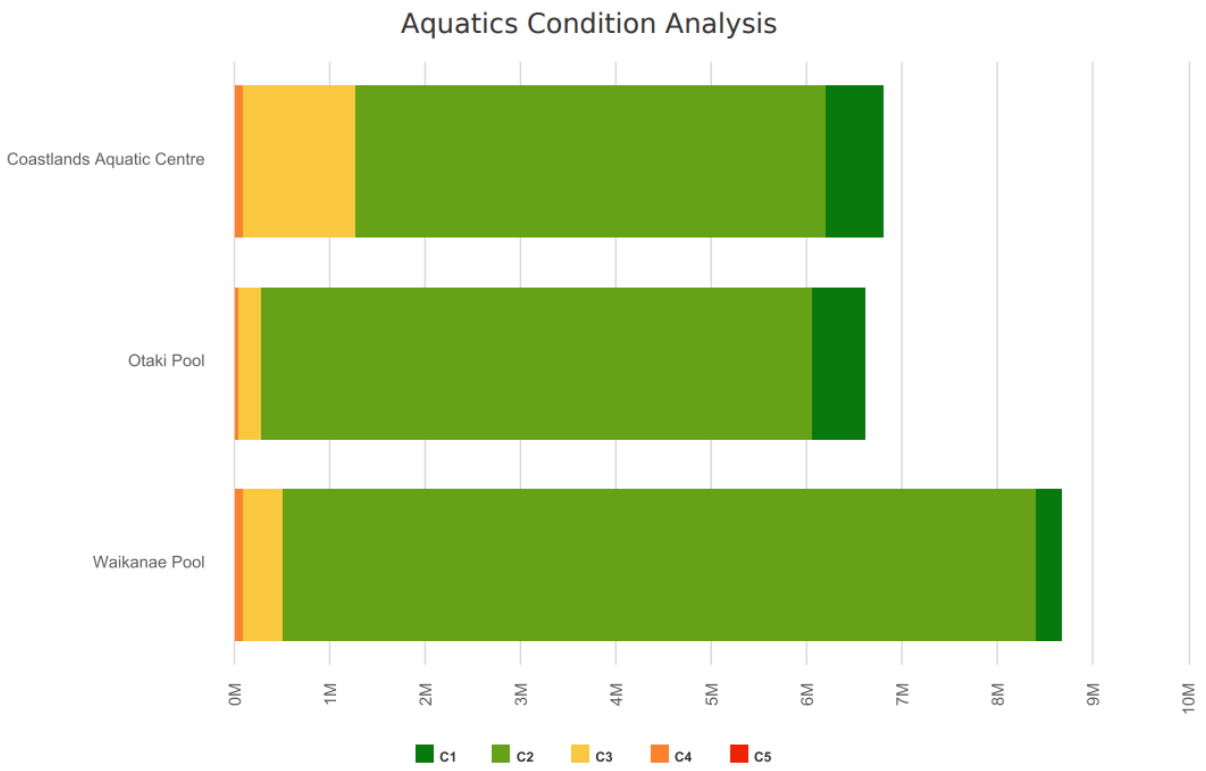
Grading	Assumed % of asset life remaining
C1	100-55%
C2	54-37%
C3	36-25%
C4	24-11%
C5	10-0%

The Aquatics Condition Analysis below shows that the facilities are in Good and Very Good condition. Most components considered in the condition assessments fall into three categories, buildings, plant, and pool features.

The most significant asset in the portfolio is Coastlands Aquatic Centre which has several high value specialist features, this data we have a lower level of confidence in

Full condition assessments for Aquatic Facilities are currently being completed. This will improve the level of confidence in the data and information about the level of renewals needed. Data improvement is on-going.

Figure 2 Condition Analysis



2.1.1 Deterioration Curve

Figure 4 Deterioration curve

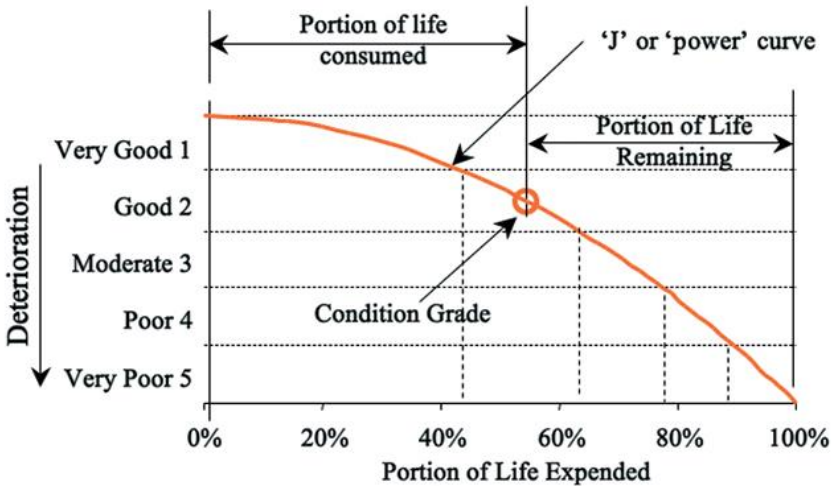
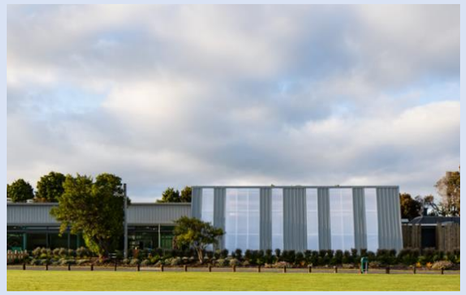
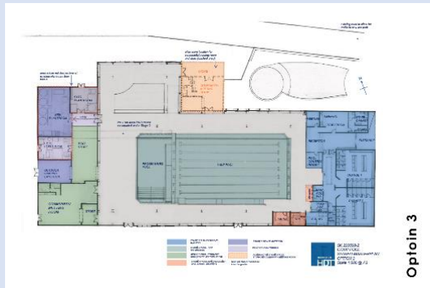


Figure 4Figure 4 Deterioration curve shows the deterioration curve of an asset. Condition declines slowly in the early stages of an asset's life, but as it ages, deterioration happens faster, especially after 50% of the asset life has been consumed.

Aquatics facilities are quite complex in terms of componentry when compared to other asset classes such as cemeteries or roading. They also have quite unique operational requirements such as very technical plant maintenance. These operational planning needs are discussed in more detail for each swimming pool.

Ōtaki Swimming Pool





Available on site
- 33m Lap Pool
- Toddlers Pool
- Splash Pad
- Sauna
- Spa Pool.

Address: Haruatai Park, Ōtaki:
APPORTIONMENT GAZ 84-47 PART SEC 82 88 9 4 95 BLK IX WAITOHU SD LOT 2 DP 24442 - SWIMMING POOL
Description: Ōtaki Pool is located within the grounds of Haruatai Park. It was first constructed by the community in 1970 as an outdoor pool, over the years the pool was covered. In 2017 the new pool hall was constructed above the existing pools to meet community and statutory requirements. Stage 2 is in the LTP.
Open 7 days: Monday to Friday 6am – 8pm, Sat & Sun 8am – 6pm.

Notable work to date:
In 2017 new pool hall was built and the separation of filtration and treatment of the Toddlers from Main Pool.
A Splash Pad and associated filtration and water treatment was added.

Current Works:
Design and planning underway of staged works.

Future Proposed works:
Build new amenities block.
Upgrade Filtration and Treatment
Change heating to ASHP (Air sourced heat pump)

Demand:
Of the three facilities operated by Kāpiti Coast District Council, Ōtaki Pool is the least utilised attracting 50,000 – 60,000 visits per annum.
Aquatics has undertaken outreach and programming initiatives to improve engagement with the local community and utilization is now trending upwards.
The facility size and configuration (plant upgrades aside) could comfortably accommodate increased utilization of 50%

Planning for the future:
The facility does not offer a programmes pool which is more suitable for the delivery of learn to swim and older adults' programmes, this will be a barrier to growth at some point in the future.
Currently the Spa & Sauna are domestic in standard, as patronage increases these will require upgrade to commercial standard.

Usage 2015 to 2022:

Ōtaki Pool	2015	2016	2017	2018	2019	2020	2021	2022	2023
Attendances	50,700	51,400	35,755	40,100	56,000	53,500	57,238	37,400	46,790
Learn to Swim	1011	1292	675	452	977	709	850	829	812

Day to Day:
The typical day-to-day operation of the facility includes managing water quality and supervising the pool to Poolsafe standards. Learn to swim, recreational and fitness programmes are provided to meet local demand. Other activities include lane hire to Surf Lifesaving, Swim and Canoe Polo Clubs.
Aquatics manages the property and plant assets daily with support for technical maintenance of the water treatment and heating plant provided under a service contract with engineers.
The Aquatics Maintenance Co-ordinator manages general building maintenance tasks.

Key Issues/Risks:
The ageing filtration and treatment system for the main pool requires increased attention.
The current gas boiler is insufficient to meet the heating demand in the winter months, this results in complaints.
Aging wastewater and electrical services infrastructure to the site has been identified as a significant is a risk to any upgrade project in particular the change of heating source to ASHP (Air sourced Heat Pump)

Waikanae Pool

Available on site
- 33 metre Lap Pool
- Programmes Pool
- Toddlers Pool
- Hydroslide
- Parks grounds setup for Picnics & BBQ's

Address: Ngarara Rd, Waikanae, LOT 1 DP 23513 LOT 3 DP 47449 LOTS 21 22 DP 42690 -SWIMMING POOL

Description: Waikanae Pool is a seasonal outdoor facility outdoor pool. It was constructed in the late 60's by the community and has had some small upgrades to address demand issues over the years. The pool is within a park setting and as well as being a local favourite, regularly attracts busloads of visitors from as far afield as Wellington and Levin.
Open 7 days: Monday to Friday 6am – 8pm, Sat & Sun 8am – 6pm.

Notable historical work:
- Installation of additional sunshades
- Extension of amenities block

Current Works:
- Upgrade concourse and drainage around pools
- Build additional filter house and add 2nd filter to programmes pool.
- **2027-28** change of heating source to ASHP (Air sourced Heat Pump) – Infrastructure impact study to be completed

Future Proposed Improvements/Projects:
- **2024 -25** Proposed upgrade of main amenities block to address accessibility and health & safety. Funding request in LTP.

Demand:
Waikanae Pool is funded to operate 20 weeks of the year; the dates of operation are typically early November to late March. Annual attendances vary between 38,000 to 58,000 and are weather dependant. Peak attendance levels are experienced in December, January and February.
During the busiest periods the facility infrastructure struggles to cope.

Planning for the future:
Our current strategy is to grow Coastlands Aquatic Centre, feasibility funding is in year 2024 -25 of the LTP.
Ōtaki Pool which is a 15-minute drive away is underutilized.

Usage 2015 to 2023:

Waikanae Pool	2015	2016	2017	2018	2019	2020	2021	2022	2023
Attendances	48,000	44,500	38,500	50,500	47,975	47,880	58,523	39,665	52,060
Learn to Swim	217	203	237	253	258	228	613	351	518

Day to Day:
The typical day-to-day operation of the facility includes managing water quality and supervising the pool to Poolsafe standards. Learn to swim, recreational and fitness programmes are provided to meet local demand.
Other activities include lane hire to Waikanae Swim Club. During the summer months an extensive events and activities programme runs at the pool.
Regular school bookings for learn to swim, and recreation days fill the calendar in February and March, staffing these can be a challenge once our student workforce has returned to study.
Aquatics manages the property and plant assets daily with support for technical maintenance of the water treatment and heating plant provided under a service contract with engineers.
The Aquatics Maintenance Co-ordinator manages general building maintenance tasks.

Key Issues/Risks:
Overcrowding in the summer, inadequate accessible facilities that will need addressing in any upgrade works. It's not uncommon for a busload of visitors to arrive unannounced.
Staffing the facility is challenging once the students have returned to study.
There is no capacity in the existing electrical supply to add any more load.
The ageing filtration and treatment system for the main pool requires increased attention.
Aging wastewater and electrical services infrastructure to the site has been identified as a significant is a risk to any upgrade project in particular the change of heating source to ASHP (Air sourced Heat Pump)
Any upgrades of significance will trigger any number of compliance issues that will need attention.

Coastlands Aquatics Centre

Available on site
- 25 metre lap pool with a movable floor
- Programmes Pool
- Toddlers Pool & Water Features
- Hydroslide
- Spa & Sauna
- Café
- Meeting Room
- Swim Shop
- Platinum Be Accessible Accreditation

Address: 10 Brett Amber Way, Paraparaumu. Section 3 SO 570550
Size: 11,359m2
Description: Paraparaumu Coastlands Aquatics Centre is in heart of Paraparaumu. The regions premier aquatic facility, this award-winning facilities design features include, the first EFTE foil tec roof in the southern hemisphere and a movable floor.

Programmes – Aqua Fitness, more bespoke therapy, and fitness classes
Spa & Sauna very popular as is Hydroslide.
Events – Fitness Festivals, Sound Splash, Movies in Pool
Community user groups, Raptors, Titans, Surf, Water Polo Club, Special Olympics,
Competitive Events – Swim & Surf Clubs and Swim Wellington
Open between 5.30am and 9pm Mon – Friday, 8am to 8pm Weekends and public holidays

Notable work to date:
2023 shutdown works included.
Remedial works to roof.
Sauna fully refurbished, upgrade to Spa Filtration, installation of Flying Fox. Accessible ramp refurbishment.

Current Works:
2024–25 financial year a shutdown is scheduled for capital renewals – circa $650,00, main items pool concourse resurfaced, programmes pool new liner

Future Proposed Improvements/Projects:
Installation of pedestrian / access control and self-service kiosks.
Feasibility Stage 2 of Aquatic Centre

Demand:
Of the three facilities managed by Kāpiti Coast District Council, Coastlands Aquatic Centre has the highest demand registering over 2 million visitors in its first 10 years of operation. Demand for lane space exceeds capacity at peak times, space is sessionalised to provide the best experience and service for our varied user groups. (age / activity) The facility regularly hosts local and regional swim meets.

Planning for the future:
Coastlands Aquatic Centre is running close to capacity for the delivery of Learn to swim, fitness and lane hire. A feasibility study is planned for stage 2 of the Aquatic Centre. We are constantly reviewing our programmes to ensure best utilization. An upgrade of the ASHP (Air Sourced Heat Pump) to accommodate a preferable refrigerant is being investigated.

Demand rates 2013 to 2022:

Coastlands Aquatic Centre	2015	2016	2017	2018	2019	2020	2021	2022-23	Grand Total
Attendances	202,237	196,230	202,136	202,100	189,700	171,000	201,200	146,000	213,000
Learn to Swim	2470	2715	2549	2573	2495	1960	2230	2172	2942

Day to Day:
The typical day-to-day operation of the facility includes managing water quality and supervising the pool to Poolsafe standards. Learn to swim, recreational and fitness programmes are provided to meet local demand. Other activities include lane hire to numerous clubs and community hirers. The learn to swim programme exceeds 500 enrolments most terms. Coastlands Aquatic Centre boasts the largest Aqua fitness programme for any pool in the greater Wellington Region. The facility has an extensive programme of leisure events for youth.
Aquatics manages the property and plant assets daily, support for technical maintenance of the water treatment and heating plant is provided under a service contract with engineers.
The Aquatics Maintenance Co-ordinator manages general building maintenance tasks.

Key Issues/Risks:
Oversubscribed availability for lane hires at peak times restricts KCDC ability to provide additional fitness and learn to swim classes. The movable floor and EFTE Foil tec roof are specialised components that require periodic support from engineers / technicians based in Europe. A failure of a significant component could result in extended out of service. There is no pedestrian control into the facility which presents a risk to staff and patrons.

3 Levels of Service

3.1 Level of service framework

Council aims to manage the Aquatics assets to deliver the agreed Levels of Service (LoS) in a sustainable manner over the life of the asset. This section defines the LoS that Council intends to deliver, and the measures used for monitoring performance. The adopted LoS supports Council's vision and is based on user expectation, statutory requirements as well as Council strategies.

Levels of service for the Aquatic Facilities are key to connect the strategic objectives to the service delivery. Levels of service have been developed under a level of service framework to ensure alignment with the Council's long-term plan goals.

3.2 Key performance indicators (KPIs)

The set of quantifiable measures used to gauge long term performance is listed in the table below. These KPIs are designed to align with council's objectives of providing valued and safe facilities in a cost-effective manner to the community.

No.	Area	KPI	2022/23 Results		2023/24 Target	2024/25 Target	2025/26 Target
1	☆☆☆	Customer Satisfaction –	95%	☑	85%	85%	85%
2		Attendance	312,000	☑	290,000	290,000	290,000
3		Annual Poolsafe Accreditation	Achieved	☑	Achieve	Achieve	Achieve
		Learn to Swim Registrations	2400	✘	3200	3200	3200

3.3 Customers and stakeholders

Good knowledge of stakeholders' values and drivers are essential for an effective, valued, and supported activity. The table below details the key customers and stakeholder for Aquatics.

Group	Area of Interest
The Community	• Recreation and leisure, gathering for social connection. Exercise therapy, water safety and learn to swim
Mana Whenua	• Rangatahi learn to swim and recreation
Schools	• Learn to swim and EOTC (education outside the classroom)
Aquatics based clubs. Swim, Surf Lifesaving, Water Polo, Canoe Polo, Special Olympics	• Lane and facility hire to support their activities and sport
Regional Sporting Bodies	• Facility hires for events.
Community Groups	• Hire of the meeting and community room
Local small business	• Facility hires (meeting room)

3.3.1 Engagement

The Aquatics team actively engages its' customers through surveys and feedback to ensure that the service they deliver are aligned to needs and of value to the community.

3.3.2 Aquatics Satisfaction Surveys

Customer surveys are conducted annually across the Kāpiti Coast District Council and form part of Aquatics annual KPI reporting framework. As part of the Improvement Plan there will be additional questions included in the annual customer survey conducted by the aquatics team to gauge the community's feedback on current performance.

Separate to the KCDC Residents survey, Aquatics annually surveys its customers. Our 2023 Survey was the largest conducted with over 1000 respondents across digital and paper-based mediums, we are comfortable that this targeted approach provides sufficient feedback that is fully representative of all users within the community.

3.4 User expectations

Figure 3 User Expectations

Expectations from our customers around the various facilities Council provide can be grouped into the areas shown in the above Figure 3 User Expectations. These also align with the values in and form part of the annual survey questions.

3.5 Customer values

The values that are pertinent to the Aquatics Facilities are listed in the table below but would also apply to all council. Values are something that are regarded of importance, worth or usefulness to the community and is how we should operate in our daily activities.

Value	Description
Accessibility	Aquatic facilities are wheelchair accessible and provide accessible amenities.
Te Ao Māori	Reflecting the needs and aspirations of Mana Whenua through our operations and assets.
Availability	Aquatic Facilities are reasonably available to users through the day and into the evening as appropriate.
Quality	Council ensures that facilities are clean and well maintained
Safety	Facilities and equipment are safe and well maintained
Community Engagement	Providing community connectivity
Responsiveness/reliability	Council responds to contacts promptly, in a respectful and friendly way, issues are addressed promptly.
Whole of community benefits	A range of facilities and programmes is available to service a community of diverse ethnicity, ages, needs and abilities - see improvement plan.
Affordability/Value for money	Cost of using the facility is not a prohibitively limiting factor. See 1.3 Funding Policy
Sustainability	Council looks ahead for the long-term needs and requirements of its customers and that the community swimming pool facilities are managed in a financially responsible manner that does not negatively impact on the user, the environment or council.

Amenity	Our facilities are pleasant and peaceful places to visit.
Kaitaikitanga	Our and the activities within them are managed in a way that they do not negatively impact on the surrounding environment.
Capacity	Manage capacity levels to allow for the enjoyment of the facilities for all visitors.
Resilience	Facilities are resilient and generally recover well following an event.

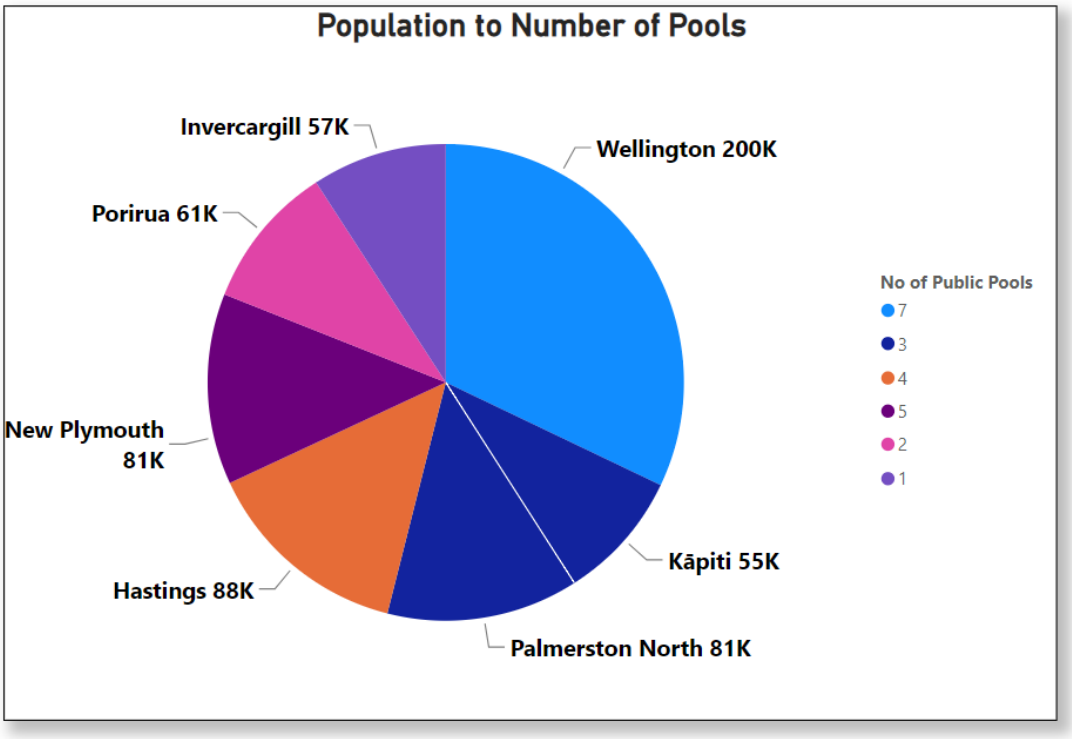
3.6 Benchmarking – Other Councils

Some consideration has been given to where Kāpiti District Council sits in comparison to other communities, either with similar population sizes or are close neighbours in the region. These considerations are a data point for consideration only and do not represent any legislated requirements or missing targets and are merely a matter of interest.

Table 1 Pools to Population

City	Public Pools	Population	Ratio
Invercargill	1	57,100	57,100
Wellington	7	200,000	28,571
Kāpiti	3	55,000	18,333
Palmerston North	3	81,200	27,067
Porirua	2	61,200	30,600
New Plymouth	5	80,700	16,140

This is a crude comparison of the number of community swimming pools, and only looks at the number of facilities and does not consider the size of the pool or what facilities are available at each site. It has potential to further our understanding of how Kāpiti compares to other cities or districts.



From this snapshot in time, it appears that Kāpiti compares well to other communities simply in terms of the number of community pools.

4 Demand Management

This section discusses demand management, future population growth and how these elements will influence the demand for assets. Current Demand

Measuring current demand is done through attendance reporting provided within our facility management software, attendance is reported quarterly. In response to pressure for lane space at Coastlands Aquatic Centre management has set hirers a requirement to meet minimum utilization numbers, per lane, to secure long term bookings, these are reviewed annually. Forecasted demand can be estimated using known participation rates per thousand alongside growth projections.

4.1.1 Usage Rates

Coastlands Aquatic Centre	2015	2016	2017	2018	2019	2020	2021	2022-23
Attendances	202,237	196,230	202,136	202,100	189,700	171,000	201,200	146,000
Learn to Swim	2470	2715	2549	2573	2495	1960	2230	2172

Ōtaki Pool	2015	2016	2017	2018	2019	2020	2021	2022
Attendances	50,700	51,400	35,755	40,100	56,000	53,500	57,238	37,400
Learn to Swim	1011	1292	675	452	977	709	850	829
Waikanae Pool	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**
Attendances	48,000	44,500	38,500	50,500	47,975	47,880	58,523	39,665
Learn to Swim	217	203	237	253	258	228	613	351

4.2 Future demand

The Kāpiti Coast District population forecast for 2021 was 57,926 and is now forecast to grow to 80,477 by 2048. Population growth is projected to be higher in Paraparaumu, Waikanae and Ōtaki compared to other wards in the district with a negative growth anticipated in Paekākāriki. The highest growth is anticipated in Waikanae, followed Paraparaumu and then Ōtaki.

While the highest growth is anticipated to be in the Waikanae area, it is located centrally (12 mins to Paraparaumu or 18 minutes to Ōtaki) The growth is not significant enough to plan for additional facilities.

The Waikanae swimming pool is an out-door pool, and the unique garden and pleasant family atmosphere makes it a popular destination in the warmer summer months. The adage “if it’s not broken” applies quite aptly to this facility, and focus will be on maintaining the asset and improving the existing features as required.

Council plans to focus growth planning in the Paraparaumu area.

4.3 Future Strategy

Aquatics planning is driven largely by population growth and age of the asset. Many of the community pools around the country were built over 50 years ago at a time when there was significantly less demand and significantly inferior water quality and health & safety standards. The Councils’ Aquatic facilities are well maintained and managed daily however at Ōtaki and Waikanae the amenities, heating and water treatment plant of the main pools are reaching end of life and will require upgrading to maintain service standards and achieve Council’s goals for reducing carbon emissions.

The modern community Aquatic Facility is a significant investment, water treatment and energy systems are complex requiring suitably trained and qualified staff to manage effectively. A focus on energy efficiency and carbon reduction is resulting in a de-gassing of heating pools, in New Zealand the preferred alternative is electrically powered ASHP (Air sourced heat pump) which is a relatively new technology. Facility design should serve a diverse community and offer, depending upon demographic, a variety of pools that serve recreational, competitive, therapy and play options.

Regionally sporting bodies are surveying local councils to assess the number of recreational facilities suitable for hosting regional, national, or international events.

Council will consider this in future capacity planning and will form part of the improvement plan.

Improvement Plan	Impact	Actions
Data Quality in SPM Management	Cost efficiencies, improved forecasting for capex renewals. Improved Planning	Complete the transition of data from spreadsheets to software.
Create a 10-year Programmed Maintenance Plan	Reduce service disruptions, improved phasing of major maintenance works and budgets.	Capturing and recording institutional knowledge relating to pool plant and treatment. Create an electronic schedule that can be transferred to suitable software later. Build commission and decommission process maps for Waikanae facility
Risk Register	Identify and update significant corporate risks	Review CAMMS and update
Business Continuity Plan	Health & Safety of our people and mitigate damage to our assets in case of major event.	Write and socialise a business continuity plan.
Gender Diversity	An inclusive facility	Planning for upgrades includes gender neutral facilities
KPI Review	A Learn to Swim KPI that better reflects the activity undertaken.	Create a new KPI that better reflects engagement of schools, and Mana Whenua in Otaki.

5 Risk Management

5.1 Risk management approach

The risk management process involves continuously identifying the risks and assessing the impact of those risks for Community Facilities and the impact on the organisation. Risks are detailed in the Parks and Reserves Risk Register which is monitored and reviewed on an annual basis.

Council operates and maintains an active risk register. The risk register records the details of all identified risks, their severity (likelihood and consequence should they happen). Plus, the controls that are implemented to minimise the effects of the likelihood and/or consequence from occurring.

At an operational level, each asset and each component within each building has been assessed against a set of criteria to develop a prioritisation that will help influence decision making, response times and inspection frequencies.

5.2 Aquatics Risk Identified

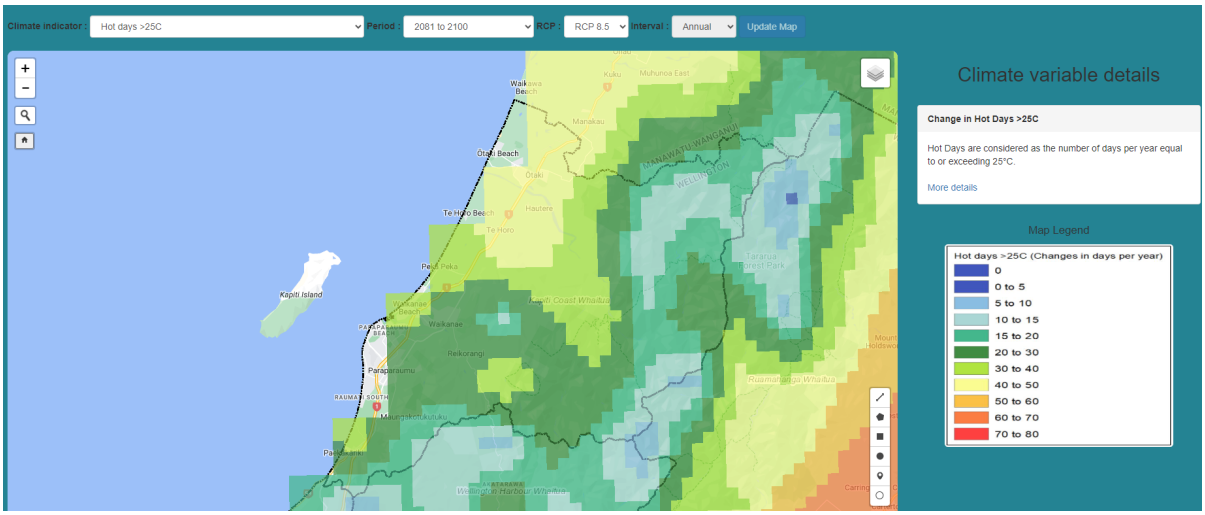
The Aquatics activity has identified the risks below associated with the activity.

Risk Description	Rating	Mitigations	Rating Post Mitigations
Critical Assets for which the Consequence of Failure (CoF), such as financial, operational, business or service levels, are sufficiently severe to justify proactive inspections, maintenance, and timely rehabilitation.	High	• Identified in asset register. • 3 yearly condition assessment completed • Proactive maintenance and inspections. • Renewal and Maintenance programme	Moderate
Legislative Changes in policy from governing or industry bodies effect water standards, health & safety practices	High	• Maintaining Industry awareness of proposed changes	Moderate
Plant Assets for which a COF relate to water quality and public health & safety	High	• Managed within the comprehensive RMP included in each facilities Operations Manual. "	Moderate
Inadequate planning for future growth, resulting in under-capacity infrastructure	High	• Draft proposal for stage two for Coastlands Aquatic Centre	Moderate
Waikanae Pool Off Season Risk of vandalism – building or services failure.	High	• Security Alarm in place • Operations Team report damage during a ground's maintenance visit.	Moderate
Customers information, Risk of private information being made public.	High	• CRM Software in built features • Council policy around handling of personal information, Staff Training	Moderate
Emergency Events – Risks to patrons and staff in case of Fire, Flooding, Earthquake, Police Incident	High	• Emergency Operating procedures in NOP • Programmed Trial Evacuations and regular training of staff emergency evacuation	TBC
Key staff leave, institutional information lost	High	• Aquatics Intranet page developed to hold critical information, forms and templates.	TBC
Staff sustain an injury **at work**	High	• Training & Compliance with industry safety standards and procedures • Risk identification, mitigation, elimination procedure in place • Health & safety on all operational agenda's • Incidents reported in Vault & investigated.	Moderate

5.3 Climate change and Aquatics

5.3.1 Adaptation

Exposure to sun at our outdoor facilities and increased temperatures within our facilities is an increasing environmental hazard in the summer months. Although Kāpiti is a coastal region, higher temperatures for the region have been noted in the Greater Wellington Regional Council that by 2040 in the western areas of the GWRC, an increase of up to 10 hot days per year is projected. Hot Days are considered as the number of days per year equal to or exceeding 25°C.



Adaptation for increased sun exposure at Waikanae pool is by increasing the shade provide by natural planting and built sunshades. Staff are provided with appropriate apparel and sunblock. There is moderate fire risk at our facilities however we must continue to consider the impacts of fire risk coming from neighbouring properties.

Due to the translucent roof at Coastlands Aquatic Centre heat exhaustion for our Lifeguard staff is a high risk, we currently mitigate this with fans and hydration. Consideration will need to be made to staffing levels in the peak of summer to increase the break periods poolside.

Flooding risk is considered high in general along coastal regions. Map modelling of the flood and tsunami areas for Kāpiti Coast show that the Aquatic Facilities are at a low risk of ponding.

5.3.2 Mitigation

The Aquatics team in conjunction with the wider council organisation will look to develop a better understanding of the impacts of climate change at a portfolio level and look at develop a strategy that will address these five key areas:

1. Waste reduction
2. Energy saving
3. Water conservation
4. Social impact
5. Procurement/Supply Chain

See Appendix 3 for more detailed response to Climate Change.

5.4 Hazards and Risks

The health and safety of staff, contractors and members of the public are monitored operationally on a routine basis and managed through the Aquatic facilities operating procedures and risk register. Capital works have their own specific health, safety, and risk plans.

Should Council fail to comply with the requirements of the Health and Safety at Work Act 2015 there is a risk of legal and financial implications.

5.5 Areas for improvement

Gap/Improvement	Impact	Actions
Business Continuity Plan – Emergency Preparedness	Emergency preparedness through a Business Continuity Plan reduces the risk of a poorly managed emergency	Review or prepare BCP
Operational procedures for pool filter management	Potentially reduce backwash cycles to minimise the volume of water to waste	Work with suppliers to assess the trials being undertaken in Australia for our DE Pressure Filters
Information on energy usage specific to plant systems	Better understand the performance and requirements of our building and pool plant to gain efficiencies and improve asset management.	Install and monitor energy meters on specific plant and equipment.
Mitigation	Improved response to Climate Change	Degassing the aquatic facilities. Conduct feasibility for alternate energy sources when upgrading facilities.

6 Lifecycle Management

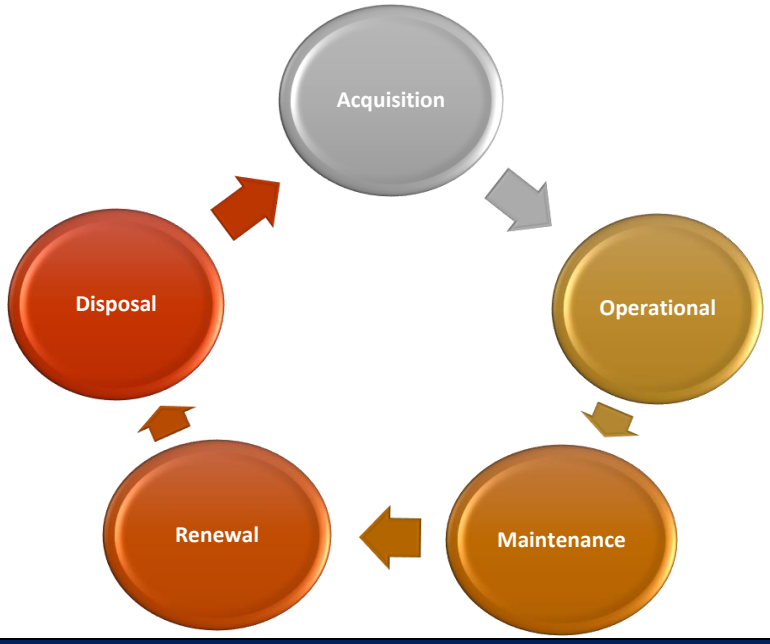
6.1 Overview

The Council takes a whole of life approach to managing assets. The asset life cycle is described in Figure 4 Asset life cycle below. Lifecycle asset management identifies that there are costs that occur at all stages of an asset's life. When acquiring a new asset, it is important to track the anticipated costs for the full life of the asset including acquisition, maintenance and operational costs, administrative costs, depreciation, renewal, and disposal costs.

The asset, once created, will always be in a state of decline, and regular maintenance and condition assessments ensure that an appropriate level of service is provided. The useful life of an asset is impacted by several factors such as:

1. Physical properties – what it is made of, how it was built, different components that make up the asset, operational and maintenance needs.
2. The environment in which the asset resides – climate, socio-economic influencers.
3. Customer requirements – willingness to pay, expectations, demands, level of use.

Figure 4 Asset life cycle



Cycle	Description
Acquisition	The asset is acquired through capital expenditure or other Council processes to satisfy an identified need.
Operations and Maintenance	Routine maintenance is the work that is required to keep the facility in a safe and serviceable condition. Work undertaken ranges from monthly inspections, programmed servicing, calibration of treatment equipment and monitoring of system performance through our building management systems or manual checks. Work is prioritised based on several factors: Priority Asset Component Level of Service Work is identified through a programmed maintenance contract, aquatics operational staff conducting periodic inspections and the aquatics maintenance tracker.
Renewal	Asset are renewed when it is more cost effective in the long term to replace rather than continue to maintain the asset, determined through the analysis of criticality, condition and cost information. Renewal expenditure includes the replacement of assets to restore an asset to its original level of service, i.e., capacity or required condition. Creating a renewals programme is complex undertaking with several processes influencing the outcome and in managed through the SPM Assets software
Disposal	Finally, at the end of the asset's useful life, it is removed from service and either sold, re-purposed, or decommissioned. Although the asset has no business value anymore, it may still need to be disposed of efficiently to ensure it does not harm nature or society. If however there is still an operational need for this type of asset, a replacement can be purchased and the life cycle begins again with the acquisition of a replacement. Aquatics facilities themselves will not be disposed of and do not fall under any disposal plans.

Improved CAPEX and OPEX outputs from Lifecycle Management continues to be worked in with planning and condition assessments in preparation for the Annual Plan and the Long-Term Plan.

6.2 Asset creation

No new assets are planned in the immediate short term. A feasibility plan is earmarked for Stage 2 of Coastlands Aquatic Centre is planned for 2024-25 years.

6.3 Renewals, Upgrades and New Assets

The processes listed below are followed to set the 30-year renewals programme:

- Mechanical and visual condition assessments by specialists
- Prioritisation of works
- Phasing of Aquatic Facilities closure to ensure service continuity

Depending on the cost, scale and complexity of works council has the option to:

- Manage in-house supported by appropriate engineers or trades (typically under $100,000)
- Hand over to the PMO team to deliver.
- Tender process for the project/works.

6.4 Disposals

There are no disposals planned for the Aquatics facilities.

7 Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this Activity Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

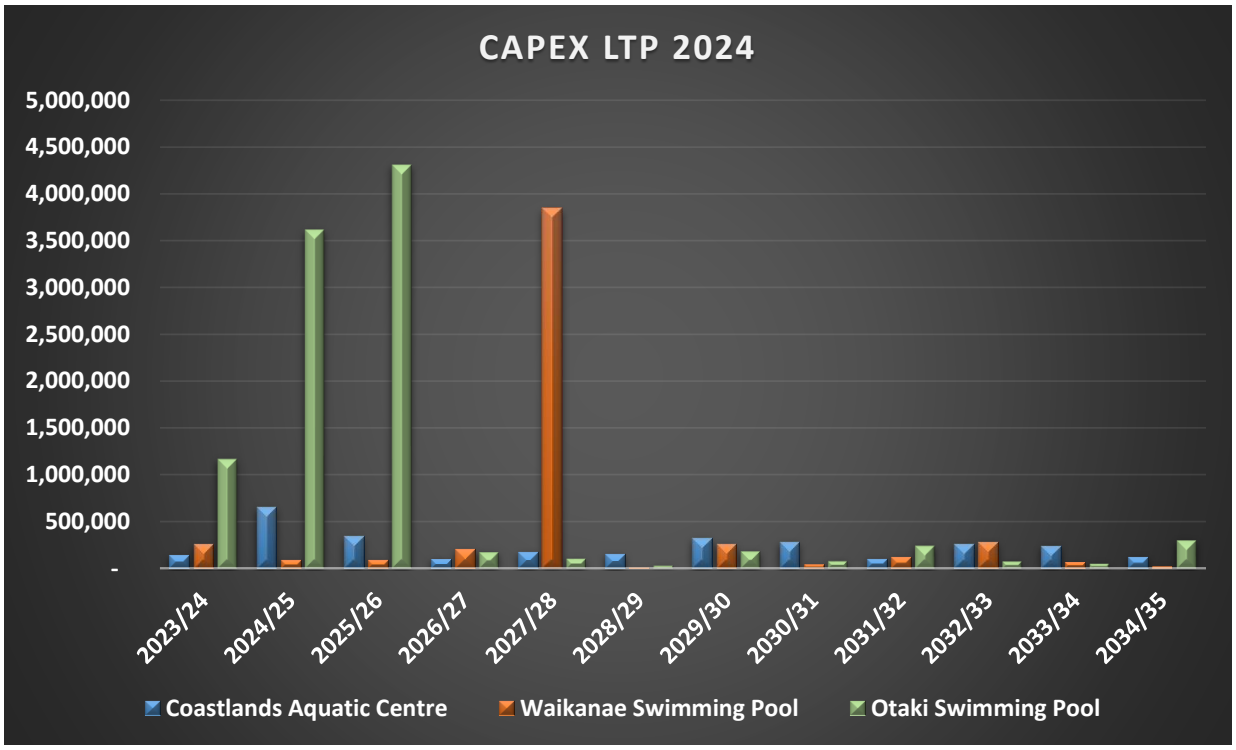
7.1 Financial overview

The financial overview is a summary of the CAPEX and OPEX for Aquatics. The forecast costs, proposed budgets, and valuation projections in this AMP are based on the best available data. For effective asset and financial management, it is critical that the information is kept current and accurate.

7.1.1 Proposed Long-Term Plan budget 2024.

Several projects are planned over the next 10 years for Aquatics. The most significant of which is upgrade of Ōtaki Swimming Pool Changing Rooms, and Stage 2 of the Otaki Swimming Pool project.

Some of this planning is already in the Long-Term Plan, with some minor adjustments to accommodate cost increases.



Some of the Ōtaki Projects Planned	Year Planned
Design & Procurement Stage 2	2023/24
New changing amenities and service centre	2024/25
Upgrade Heat Source and Main Pool Plant / Treatment	2025/26

Some of the Waikanae Projects Planned	Year Planned
Resurface Filter Tank, build new programmes filter shed and increase filtration, relay concourse & repaint pools	2023/24
Upgrade service centre, provide additional accessible and family facilities. Create accessible entry / exit. shade sails (NEW)	2027/28
Upgrade heating source to ASHP & associated plant works	2027/28

Some of the Coastlands Projects Planned	Year Planned
Re Broadcast Floors, Refurbish hoists, Gluam Beams	2024/25
Sauna Seating, Accessible Ramp overhaul	2027/28

Appendix 1 - Relevant statutes and policies

In managing the Aquatics assets, Council must comply with the following:

Legislation relevant to activity	
Act	Description/Impact
Local Government Act 2002	Sets out the obligations of all Council and Council Controlled Organisations (CCOs) regarding provision of public services and associated regulatory and enforcement powers. Schedule 10 requires Council to meet the current and future needs of communities for good quality local infrastructure and public services that are cost effective. Section 11A(e) outlines that museums, recreational facilities and community amenities are core services of local authorities.
Resource Management Act 1991	The RMA is the main piece of legislation that sets out how we should manage our environment. It is based on the principle of sustainable management. This involves considering effects of activities on the environment now and in the future when making resource management decisions.
Health and Safety at Work Act 2015	Ensuring employees' health, safety, and welfare at work; Protecting non-employees against the health and safety risks arising from work activities; and. Controlling the keeping and use of explosive or highly flammable or dangerous substances.
Reserves Act 1977	The Reserves Act 1977 was established to acquire, preserve, and manage areas for their conservation values or public recreational and educational values.
Property Law Act 2007	The purpose of this Act is to restate, reform, and codify (in part) certain aspects of the law relating to real and personal property. Purchasing new land will involve aspects of this legislation.
Public Works Act 1981	Public works, such as roads, often cannot be built without affecting private landowners and their interests in land. Under the Public Works Act 1981, the Crown has the power to acquire land to ensure these works can proceed. Compensation is paid to the landowners for the land acquired.
Childrens Act 2014 (Part 3)	The purpose of this Part is to reduce the risk of harm to children by requiring people employed or engaged in work that involves regular or overnight contact with children to be safety checked
Fire and Emergency New Zealand (Fire Safety, Evacuation Procedures, and Evacuation Schemes) Regulations 2018	Requires owners to provide and maintain a means of escape from fire in a building
Fire and Emergency New Zealand Act 2017	Purpose is to reform the law relating to fire services, including by strengthening the role of communities and improving the support for volunteers in the provision of fire services
Hazardous Substances and New Organisms Amendment Act 2010.	The purpose of this Act is to protect the environment, and the health and safety of people and communities, by preventing or managing the adverse effects of hazardous substances and new organisms. (Pool chemicals)

Policies and strategies relevant to activity	
Policy / Strategy	Description / Impact
Community Facilities Strategy	Provides a high-level understanding of the community facilities the district has now and those that the Council considers will likely be required in the future as our community's needs change.
Procurement Policy*	Defines Councils approach to the procurement of goods and services to support the community in an affordable and efficient manner and provides a standardised approach to procurement for all departments.
Council Long Term Plan	Required document under Local Government Act, section 93. Contains financial forecast statements for each activity (including buildings and pensioner housing) over the ten-year period.
Council Financial Strategy	Sets out how Council funds its activities, projected debt levels and management of investments.
Council Infrastructure Strategy	Shows the current and expected upcoming key infrastructure issues and significant projects and expenditure for the next 30 years.

Standards relevant to Activity	
Standard	Description/Impact
AS/NZS 4360:2000 Risk Management for Local Government	Guidelines for assessing risks and developing risk management strategies
International Infrastructure Management Manual 2015 & IIMM55000	Provides for strong governance and accountability, more effective and sustainable decisions, enhanced customer service, effective risk management and improved financial efficiency.
Pool Water Quality NZS 5826:2010	Addresses the essential aspects of the operation and maintenance of pools with a focus on pool water quality criteria including methods of water treatment to ensure the risk to public health is minimised
Pool Safe Scheme New Zealand Recreation Association (NZRA)/ACC	Poolsafe is an industry led, voluntary management system designed by the industry for the industry. It enables peer to peer assessment and moderates the delivery of public aquatic facilities services, with the intent to limit serious harm to their communities
NZS 3910:2013 Conditions of Contract for Building and Civil Engineering Construction	Provides a standard form of general conditions of contract for incorporation into construction contract documents. It enables Principals, Engineers, and Contractors to quickly establish contractual arrangements that deliver a wide variety of building and civil engineering projects.
NZRA Swimming Pool Guidelines 2016.	The Aquatic Facility Guidelines outline current best practice and industry standards and provide templates and requirements for managers and operators of aquatic facilities.

Appendix 2 – Improvement Plan

No.	Improvement Area	AMP Ref. No.	Action	Priority	Indicative Timeframe		
					2024/25	2024/26	2026/27
1	Demand Management	4.3	Complete the transition of data from spreadsheets to software.	H			
		4.3	Capturing and recording institutional knowledge relating to pool plant and treatment.	M			
		4.3	Create an electronic schedule for programmed maintenance	H			
		4.3	Build commission and decommission process maps for Waikanae facility	M			
		4.3	Review CAMMS and update	H			
		4.3	Write a business continuity plan.	M			
		4.3	Planning for upgrades includes gender neutral facilities	H			
2	Risk Management	5.5	Assess the trials being undertaken in Australia for our DE Pressure Filters	M			
		5.5	Install and monitor energy meters on specific plant and equipment.	M			
		5.5	Degassing the aquatic facilities. Conduct feasibility for alternate energy sources when upgrading facilities.	H			
3	KPI's	4.3	A new Learn to Swim KPI that better reflects engagement of schools, and Mana Whenua in Otaki.	H			

Appendix 3 – Response to Council Strategy

Well-being	Issue		Positive	Negative	Mitigation	Active
Natural Environment Restored and enhanced progress to low carbon future	Emissions	CO2 emissions from Gas boilers at Otaki and Waikanae Pools	De-gassing the Aquatic Facilities means the Council achieves its CO2 emissions target	De-gassing Otaki & Waikanae Pool requires significant capex investment. Potential for higher maintenance costs due to the maturity of the proposed alternative.	Otaki and Waikanae Pool upgrades include a change in heating source to ASHP. Operational practice of applying the covers at end of each day to reduce heat loss.	In place.
	Climate	Climate change and impacts of storm surge, higher rainfall, increase in number of hot days over 25°C and increase in significance of these events.	Less heating required for pools could reduce energy consumption.	Higher risk of exposure to risks associated with more sun. Environmental temperature within the indoor pools becomes unsafe for staff and diminishes a customer's experience	Planted and built shading at our facilities. Consider staffing levels and increased breaks during peak months.	In place with continuous improvement
Economic Economy is prosperous and has opportunity	Capacity	Capacity pressures	Adjusting to demonstrated need.	This has an impact on budgets for CAPEX and OPEX expenses.	Review user data. Focus growth in highest use facility	In place
	Safety	The design, layout, and age of swimming pools	Swimming pool facilities will be safe. Reduce the risk to council.	Increased maintenance and renewal costs as facilities age	Procurement plan for better use of money. Long term Plan for replacement and renewals clearly articulated.	In place with continuous improvement
Culture Sense of belonging	Community Engagement	Addressing low patronage to Learn to Swim and recreational swimming	Improves water safety and learn to swim skills	Historical higher drowning rates.	Community outreach and development of bespoke programmes	In Place
Social Live and thrive	Hygiene	Unhygienic facilities	Facilities and change rooms are cleaned regularly to a high standard	Access to facilities while cleaning is conducted could interfere at times with patrons' enjoyment of the facility	Regular cleaning regimes for all facilities with consideration for high traffic times.	In place
	Vandalism	Vandalism and Graffiti	Clean, tidy building frontage	Anti-social behaviour. Eye sore. Cost	Efficient clean-up and repair after vandalism and graffiti.	In place

Appendix 4 – Aquatics Plant – Water Treatment

Coastlands Aquatic Centre Movable Floor – Ram replacement 2021		Coastlands Aquatic Centre Plant Room 1 - 2023	
Coastlands Aquatic Centre - ASHP (Air Sourced Heat Pump) 2023		Water Treatment analyser and controllers	
Otaki Pool - Gas Boiler & heating system (300kw)		Otaki Pool Main Pool Filtration 2023.	

OTAKI
TE HORO
ROLLING HILLS & LAND OF PLENTY
HONEY
JAM
WAIKANAE
COCKTAILS & PIZZA WITH SAND BETWEEN YOUR TOES
PARAPARAUMU
BEER
A BREWERS WONDERLAND
RAUMATI
FOOD & FUN FOR THE WHOLE FAMILY
PAEKĀKĀRIKI
WHERE CREATIVITY FLORISHES
The Kāpiti Coast Food & Beverage Game Plan 2023
BY THE INDUSTRY, FOR THE INDUSTRY
KāpitiCoastNZ

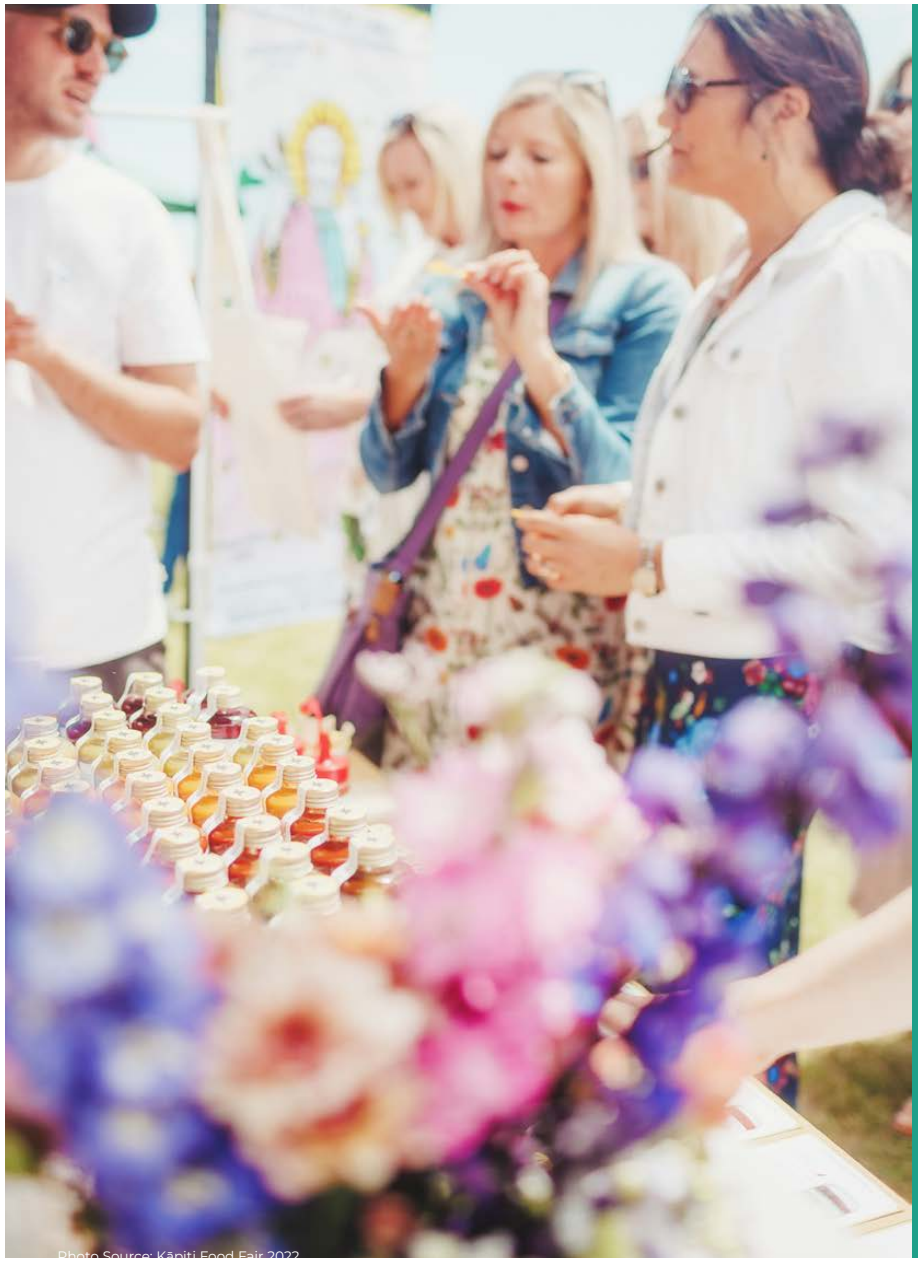


Photo Source: Kāpiti Food Fair 2022

The Kāpiti Coast has a unique opportunity to build upon its heritage, skills, and creativity to deliver a coastal food and culinary wonderland.

Our Food and Beverage Game Plan will guide the long-term direction of the sector, identify challenges and opportunities in key focus areas, and help prioritise initiatives over the next five years.

Our Game Plan

By the industry and for the industry to guide the long-term direction of the Kāpiti Coast food and beverage sector

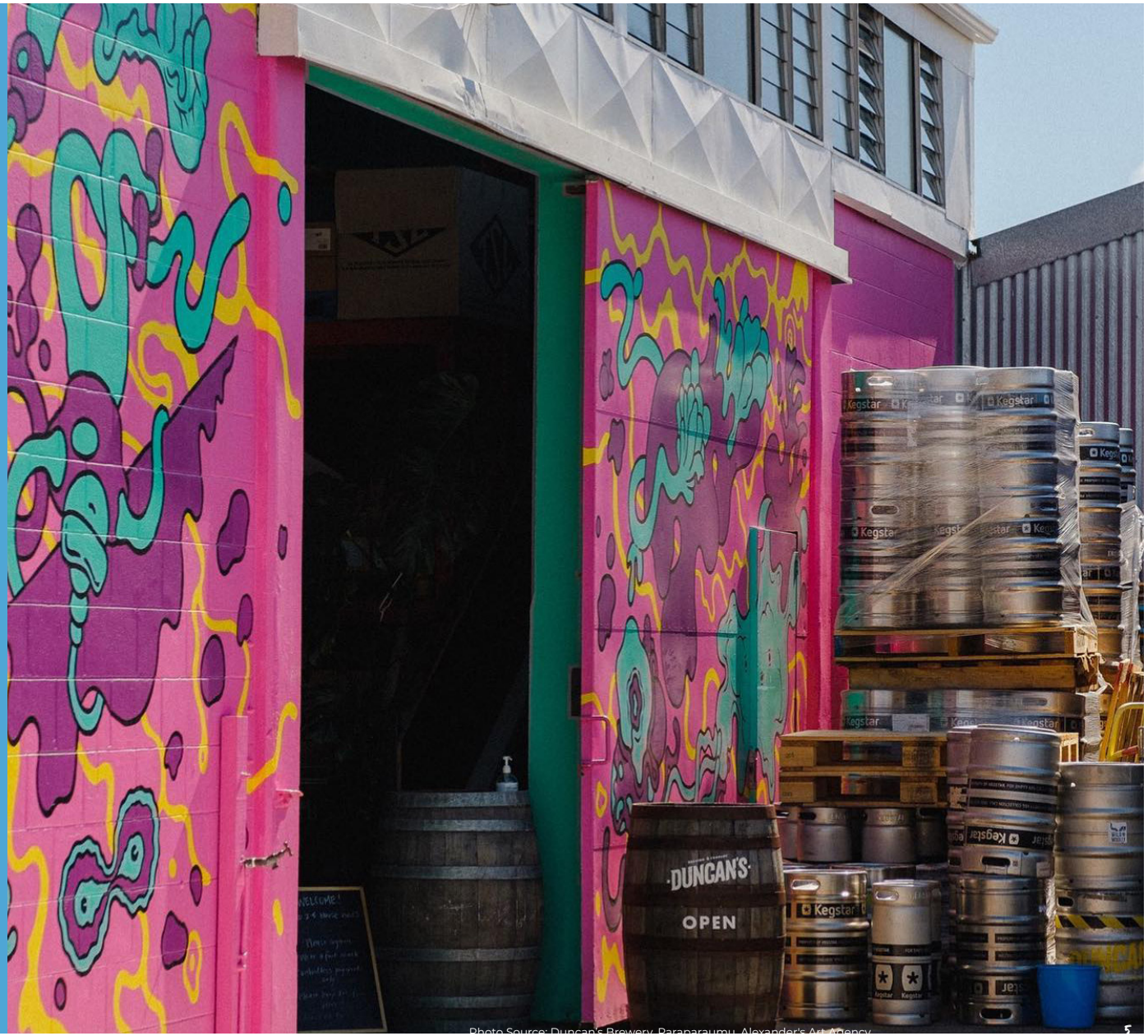


Photo Source: Duncan's Brewery, Paraparaumu, Alexander's Art Agency

*Te tōia, tē haumatia**

Nothing can be achieved without a plan, a workforce, and a way of doing things.

*Source: Grove, Neil and Mead, Hirini Moko (2001). Ngā Pēpeha a ngā Tipuna; the Sayings of the Ancestors.

The Kāpiti Coast food and beverage industry is naturally collaborative, collegial, visible, and focused on meeting the shifting demands of consumers.

Many businesses are looking to grow, and with an increased demand for resource, a supported joint response to opportunities and challenges is required over the next five years, with a shared vision of what the industry will look like in ten years. This plan supports the industry in building upon its profile, culture, and environmental sustainability values.

Food & Beverage Cluster

New Zealand has many naturally occurring clusters that help businesses work together around common objectives to achieve what they cannot achieve on their own. A competitive advantage of the Kāpiti Coast's food and beverage sector is having all the components of a well-networked cluster, including aggregated taste experience destinations and potential 'must do' taste trails. However, with the workforce at a premium, the coordination of resources is required, ensuring that all the moving parts come together smoothly.

The Kāpiti Coast District's growing, processing, production, food retailing and hospitality contributed $197 million to GDP in 2022*

*Source: Infometrics, Regional Economic Profile, Kāpiti Coast District 2022.

Mana Whenua Aspirations

Of particular importance to mana whenua are rangatiratanga and kaitiakitanga of their whenua, as well as whānau ora, education and jobs for their rangatahi, food sovereignty and mātauranga Māori. The aspirations of mana whenua are integral to this kaupapa both as Iwi partners and landholders of highly productive land, particularly around Ōtaki. Land is an irreplaceable tāonga and a precious source of life and wellness for whānau, hapū, iwi, and Aotearoa New Zealand. Our nation's economy depends on its land, and our history and culture are tied to it. Highly productive land provides significant economic, wellbeing and employment benefits to communities and underpins the value of New Zealand's primary sector.

Ngā Hapū o Ōtaki are working with hapū and landholders to consider options for use of whenua Māori in line with their aspirations for regenerative food production and kaitiakitanga. The Ministry for Primary Industries are supporting the process through resourcing expertise as required. The Kāpiti Coast and Horowhenua have highly versatile soils and growing conditions that make this region important for sustainable food production, particularly horticulture.

Strategic Integration

This Food and Beverage game plan aligns well with existing Kāpiti Coast economic development strategies in particular the Destination Management Plan and the Workforce Plan. Connecting these three work programmes together to enable optimal interactions and use of resources is a high priority.

Photo Source: Penray Gardens, Ōtaki

Food & Beverage Segments

The market segments of our industry players on the Kāpiti Coast

Kāpiti Coast is home to a broad range and scale of industry players that can be split into three distinct segments. The strategic roadmap will focus on all three market segments and their opportunities.

1. Smaller-Scale Enterprises

Smaller-scale enterprises have developed food or beverage products, and often run their businesses as an adjunct to other income sources. In some cases the products are derived from their own ingredients from small-holdings or farm produce.

Kāpiti Coast is home to numerous local markets which are a key channel to consumers for this segment including the Paraparaumu Beach Market, the Waikanae Market and the Ōtaki Market.*

2. Growth-Focused Artisans

Growth-Focused Artisans are market-aware, progressive entrepreneurs that have developed niche products with values, backstory and consumer advocacy being a key part of their success. They are aware of and connected with capability and business-building funding sources, and are typically younger and closely engaged with trends. They are in-tune with their customers, and by nature are environmentally and socially aware with these values at their core. Local culture is also an important factor, with networks of like-minded people drawn to Kāpiti's creative community, helping enrich and inspire the commercial community. They understand their market, continue to develop their product and brand, and actively seek opportunities to engage with consumers.*

3. Large-Scale Artisans & Fast Moving Consumer Goods

Large-Scale Artisans and Fast Moving Consumer Goods are Kāpiti District's larger scale producers that have evolved from an artisan background – growing in size and efficiency to competitively supply wholesalers, supermarkets and speciality food businesses on a national and international scale. Invariably, these businesses have developed unique and defensible niches within otherwise commodity-orientated marketplaces, creating advantage through differentiation and being ahead of trends.*

*Source First Retail Group Food and Beverage Cluster Report

F*nk With Food, Waikanae

Owned and Operated by Lottie and Bran

Give your food the funk it's been missing with a loving dollop of F*nk with Food's range of hand-crafted bacon jams and bacon relishes.

"We are passionate about what we produce because it's a unique and tasty product using bacon as our signature ingredient. We are the face of our business which in return means we get to hear, see, and talk directly to our customers which is very rewarding. We love what we do because we're producing quality products. We are proud to show New Zealand and the rest of the world.

"Sustainability is a large part of our ethos. We believe in a short time we will have fully recyclable packaging, zero emissions and a low carbon footprint. We will always focus on improving our sustainability.

"We have some very ambitious and creative producers located here. Our range of producers is forever growing from candy floss to preserves, fresh produce to boutique spirits and beer. We need to show off what the Kāpiti Coast has to offer. We all need to support our local producers."

"It is exciting to be at the forefront of something big for the Kāpiti Coast. We are connecting with producers we would not have had a chance to meet before. We feel like we are a part of something that can and will be a major contribution to our community."

Paekākāriki Pops, Paekākāriki

Owned and Operated by Chrissy & Amy

Making delicious real fruit iceblocks, handmade right here in Kāpiti, focusing on using the best tasting seasonal produce to create exciting flavour combinations that are both dairy and gluten free, the owners of Paekākāriki Pops are proud of what they have achieved.

"Our pops make people happy! We love creating pops that taste amazing and change people's expectations of what an iceblock should be. All our pops are handmade with real fruit delivering a natural offering that is delicious.

It is very different to a mass-produced pop made from a syrup. Each batch is tasted and refined to get the flavour right.

"Being more sustainable is a constant journey for our business. We consider it in our packaging, how we dispose of our waste, and in the products we source. There is always more work to do and further improvements to be made.

"We think the Food and Beverage produced on the Kāpiti Coast is special because it is such high quality and there is so much variety!

"It would be great to see the Kāpiti Coast become more well known as a food destination and we are looking forward to seeing the outcomes of the sector working together more to share knowledge, promote ourselves and create efficiencies."

" We count ourselves lucky to be surrounded by such passionate and generous people. They set the bar very high with the quality of their products."

Duncan's Brewing Co, Paraparaumu

Owned and operated by George Duncan and Wai Familton

Duncan's is the result of a 22,000 km road trip exploring the USA, where husband and wife team George and Wai drank their way through a multitude of questionable beer offerings. Clearly, a beer obsession was born and Duncan's is their business partnership (a 50% female owned brewery which is rare for the industry).

"Our brewery allows us to work with like-minded creatives. We get to push the boundaries of what is commonly accepted as beer and take our fans on flavour journeys. We set ourselves apart in our industry with the styles of beer we produce, along with our branding and artwork. We dominate a niche market in the craft beer sector, specifically, with our dessert style beers.

"Sustainability is a natural part of what Duncan's is all about. We use solar power to offset over 50% of our energy use. Additionally, spent grain is collected by local farmers and used as feed, most of our packaging is recyclable and we only sell reusable glass flagons from the cellar door taps. The majority of our suppliers are New Zealand owned and operated and we enjoy working directly with kiwi hop farmers and malt growers. This gives us a level of transparency through our business practice and supply chain. We have a couple of relationships with local community groups who use our recyclable materials in their own projects.

"We have a great relationship with the other breweries on the Kāpiti Coast and we would like to build better connections with local fruit growers and suppliers, creating win-win opportunities for all businesses involved.

"We would love to see huge growth in Kāpiti, particularly with more artisan and craft style producers that bring visitors into our region. We want to see more support from the council with infrastructure setups for new businesses and easier navigation of licensing and legislation. We are passionate about what we produce, and other clever producers will support us and position the coast as a high-quality foodie hub."

"We set ourselves apart in our industry with the styles of beer we produce, along with our branding and artwork."

Kapiti Island Mīere (Honey), Kapiti Island

Owned and operated by John Barrett and whānau

Kapiti Island Honey is produced by the very happy bees on Kapiti Island, they live and produce the honey in a totally pest free environment, and feed on lush native bush while sharing the environment with a thriving population of some of Aotearoa's rarest flora and fauna.

"We are passionate about our honey because it represents a planned aspirational goal established in 2015 to develop a product that speaks from our land, our environment and our whānau (family) and the connection with our Kapiti Island home and heritage.

"We're very much a local and whānau based business. We have teamed up with a professional and highly principled local apiarist with values like ours. He is helping train some of our whānau to make beekeeping a sustainable practice on the island. It's another way we work with the land to ensure it grows and develops as a healthy ecosystem.

"Our unique selling point is simple, our honey comes from a famously natural environment. The island is free of any introduced pests or predators with unique flora and fauna, some of which only exists here. Our whānau has been resident on Kapiti Island since 1824; this connection has created a relationship with the land, the environment and nature, that is woven into the narrative associated with Kapiti Island Honey.

"Our entire commercial and whānau activities on Kapiti Island are intrinsically bound to our guiding kauapapa (principles). These kaupapa direct how we operate our business including how 'kaitiakitanga' is woven through everything we do. Kaitiakitanga encapsulates our responsibility to ensure we treat our environment with the utmost respect. Our business has also adopted and implemented our own sustainability plan.

"We are fledgling participants in this food and beverage group but are extremely excited and confident about the possibilities this presents in terms of developing the Kāpiti Coast story."

"Food and beverage produced on the Kāpiti Coast has an opportunity to further develop the focus on sustainable and 'specialised' products for a discerning market, with an opportunity to use the value captured in the Kapiti Island visual."

The Journey

The journey we are on to realise our vision

Photo Source: Kāpiti Food Fair 2022

The Process

The initial Game Plan development process identified joint objectives, success factors, enablers, priority actions and resources that needed to be brought together to strengthen the capability of the sector. Key focuses were to grow our market access and success, profitability, and build a skilled workforce.

The process commenced with a stakeholder workshop in February 2022. The facilitated discussion covered the future of the Kāpiti Coast's food and beverage sector, identifying the opportunities and gaps, and type of support that was needed to grow a thriving food and beverage industry. Stakeholders also discussed the concept of an industry cluster that would build collaboration, innovation, and strategy together for everyone's benefit.

Stakeholder Workshop

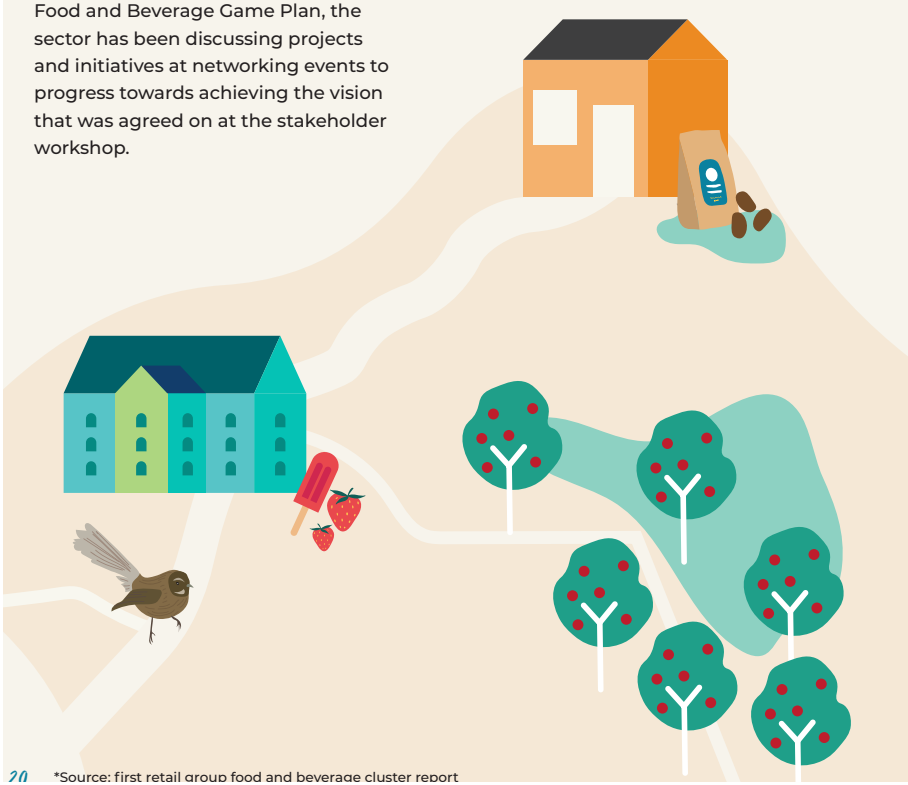
The aim of the workshop was to define key elements of a vision for a successful food and beverage sector on the Kāpiti Coast, identify key areas of action, and outline a range of project initiatives to support achieving that vision.

In summary, the workshop's purpose was to:

- **One** – Defining the elements of a five-year vision for the success of Kāpiti Coast food and beverage businesses.
- **Two** – Gain clarity as to the current operating context of Kāpiti Coast food and beverage businesses, and the implications of this current context for a future-focused game plan.
- **Three** – Define and prioritising ideas for projects that could deliver collective benefit to Kāpiti Coast food and beverage businesses.

Cluster Engagement

The development of a food and beverage cluster was guided by initial research* and lead to establishing a sector champion; an individual to assist, connect and support the sector in line with research recommendations. Throughout the development of the Food and Beverage Game Plan, the sector has been discussing projects and initiatives at networking events to progress towards achieving the vision that was agreed on at the stakeholder workshop.



20 *Source: first retail group food and beverage cluster report

Source: Cluster Networking Event, Mediterranean Foods Trattoria & Deli, Paraparaumu 21

The Vision

A vision for our Food and Beverage sector

24 Source: Source: Kāpiti Artisan Bakehouse, Ōtaki

Industry Vision

Through partnership, the Kāpiti Coast food and beverage sector is nationally renowned for high quality, sustainable and premium production.

The plan development process, together with overarching themes during stakeholder discussions (culture, connection and protection of whenua) have led to this vision.

Sector engagement highlighted the need for partnership to support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and wellbeing for all. The vision aims to deliver a high-growth food and beverage sector that is led collaboratively by champion businesses.

The western coastal corridor from Paekākāriki to Levin is significant for New Zealand's food production across the value chain. The product range is vast, from craft beer, cider, gin and vodka, to vegetables, eggs, artisan bread, roasted coffee, chocolates and candy, to innovative meat products and the jams and sauces that can be slathered on them.

The approach used by these producers has a strong sense of place and purposeful brand development based on quality, innovation and sustainability, protecting our productive lands for current and future generations.

With nearly 3,500* people employed in the food and beverage sector across the Kāpiti Coast and Horowhenua; with the region's rich history of food supply for many generations of mana whenua; and with an abundancy of fertile soils and micro climates, the region is well-positioned to meet domestic and international demand for decades to come.

*Source: Infometrics 2021

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Strategic Pillars

The following four areas were identified as important building blocks for focus areas and project deliverables across the time frames 12-24 months and 2-5 year's.

What we produce

The Kāpiti Coast is recognised as a producer of distinct, high-quality food and beverage

How we produce

Best practice sustainable production delivers a unique selling point for the Kāpiti Coast

What supports us

The Kāpiti Coast food and beverage sector is highly reputable throughout New Zealand and supported by key infrastructure, collaboration, education, technology and supply chains

Our place

The Kāpiti Coast is a highly regarded food experience destination showcasing a food and beverage experience from 'paddock to plate'

Strategic Objectives

One — To facilitate and support partnerships in the food and beverage sector that will lead to improved economic wellbeing and resilience while meeting mana whenua aspirations.

Two — To grow high-value jobs and career opportunities on the Kāpiti Coast through increased access to innovative technology, capability development and training, and better access to domestic and international markets.

Three — Retain, grow, and continue to attract like-minded foodie businesses to the district.

Four — Further development of the Kāpiti Coast 'foodie vibe', appealing to both Wellingtonians, the domestic tourism market and visitors from overseas.

Five — Explore further export opportunities in coordination with WellingtonNZ and New Zealand Trade and Enterprise (NZTE).

Six — To support Kāpiti Coast's boutique food and beverage entrepreneurs as part of the wider programme of business support by the Kāpiti Coast District Council, WellingtonNZ and relevant central government partners.

Next stage

The next stage is to review the operating environment to assist in prioritising the focus areas that will support us in achieving the outlined objectives.

Operating Environment

The current context and operating environment for our Food and Beverage sector

Source: Long Beach Tavern, Waikanae Beach

Operating Environment

The current operating environment for the food and beverage sector highlights challenges and opportunities to support the prioritisation of initiatives in the game plan.

Analysis through stakeholder engagement summarised the below impacts on the sector. These operating insights provide a guide for the next steps and focus areas.

Regional Factors

Challenges

- The majority of food and beverage businesses are small scale, limiting political leverage to affect decisions
- Issues impacting transport and labour get mixed in with wider region but impact the Kāpiti Coast
- Definition of the region and covering multiple political areas

Opportunities

- Build political relationships to strengthen the cluster and leverage decision making
- Target ongoing support from organisations such as MBIE, MPI, KCDC and WellingtonNZ
- Partner with neighbouring districts including Horowhenua and Porirua to leverage connectivity and opportunities

Economic Factors

Challenges

- To scale up there is the need for a cluster of business advisory groups
- More access to resources (both technical and monetary)
- Access to local markets needs to increase through investment in local infrastructure, brand building and leadership
- While the Kāpiti Coast is close to SH1, there are no economies of scale for the food and beverage sector to benefit from the opportunity to freight goods to Wellington or Palmerston North
- Sourcing appropriate dry and cold storage is difficult for those seeking to scale up
- While not limited to the Kāpiti Coast, the effective duopoly in NZ food retail makes obtaining listings and managing margins challenging
- Finally, the cost of doing business is rising uncontrollably, however this is not peculiar to the Kāpiti Coast

Opportunities

- Attract and connect the sector with other foodies
- Establish collective partnerships with large food retailing to open distribution channels

Technological Factors

Challenges

- Further research and support in regenerative horticulture in the region is required
- Equipment is available but often requires significant capital investment, is commercially sensitive, specialised, and in need of skilled installers and operators

Opportunities

- Building of relationships to encourage the sharing of resources
- Development of online sales platform to support those without a strong physical retail presence
- Sharing equipment to maximise production capacity and economies of scale

Social Factors

Challenges

- The need for more workforce flexibility and supply chain transparency, exasperated given the current shortages in supply and labour
- Maximising the strong 'buy local' preference which is supported by continued provenance and community pride
- The level of collaboration in the food and beverage sector is perceived to be variable as some parties work closely and others compete

Opportunities

- Active collaboration including the building of a well networked cluster of food and beverage producers
- Iwi are considered a strategic partner which is represented in the support for mana whenua aspirations
- Establishment and blending of the food experience and local production
- Establish a strong story for the local food and beverage production offering

Environmental Factors

Challenges

- Impacts of climate change, sustainable business practices including recycling and regenerative agriculture, through to the loss of productive land to urban spread
- Increasing demand for sustainable practices in food supply. This is supported by suggestions for a more circular economy setup
- Access to infrastructure for waste reduction

Opportunities

- Develop a strong local supply chain, by protecting water and land, to enable a more sustainable food supply for the Kāpiti Coast
- Work on collective sustainability initiatives to create a unique selling point for the district

Regulatory Factors

Challenges

- Business development and business growth are perceived limited due to:
  - issues with relevant compliance regulations with respect to food processing regulation and food sales;
  - cost of compliance;
  - intellectual property and trademarking; and
  - retention of highly productive land
- Gaining resource consent, national freshwater policy and the Resource Management Act were all noted as limiting

Opportunities

- Council to increase engagement with the Kāpiti Coast food and beverage sector
- Council to support local food and beverage businesses through engagement with regional and national food and beverage strategies, representing the sector's aspirations
- Increase opportunities for support from Council. For example, when compliance to food and beverage related regulations is required
- Increase opportunities for businesses to engage with Council, for example when compliance to food and beverage related regulations is required

Focus Areas

Future projects to enhance our food and beverage sector

Source: Kāpiti Food Fair 2022

Focus Areas

The following workstreams outline focus areas for the food and beverage sector to work towards realising its vision over the next five years.

1. Establishing and strengthening an industry cluster to provide a collaborative forum and industry leadership
2. Communicating and promoting the value proposition of the Kāpiti Coast food and beverage sector
3. Attracting food and beverage sector businesses to have a base on the Kāpiti Coast
4. Partnering with iwi and hapū to support and enable mana whenua aspirations
5. Supporting hapū and landholders in their aspirations for regenerative food production and kaitiakitanga. Researching and piloting regenerative horticulture on appropriate land blocks
6. Developing centres of excellence based on niche strengths and opportunities for the sector

Key Outcomes

Key outcomes of the work streams include the application of new knowledge, systems and practices, and co-innovation and new technologies.

Stronger networks within the industry and with regional and national programmes will enhance the efficiency and effectiveness of applying new knowledge, systems, and technologies in our local businesses.

Critical success factors are encapsulated in the partnership model based on common objectives, shared values, and an open collaborative leadership approach to these work streams led by a well networked sector and stakeholders. The partnership will tackle common challenges such as securing appropriate labour and management, supply chains, retail, and promotion into national and international markets, as well as navigating new regulations.

1. Cluster Development

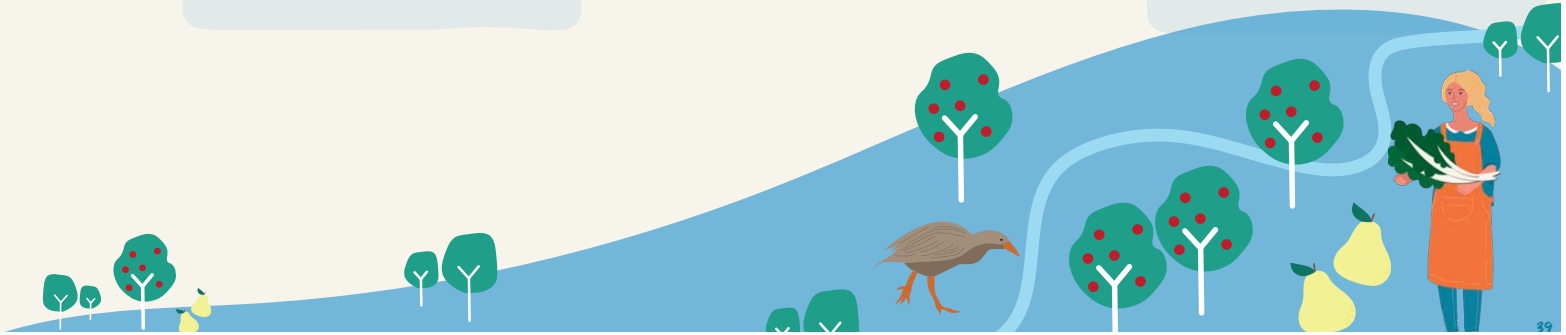
Establish a food and beverage sector coordinator: a person that can lead the establishment of an industry cluster and bring the sector together in a collaborative model. A cluster will provide leadership to the food and beverage sector and is expected to strengthen competitiveness for the district. Additionally, a strong network, with regional and national programmes, will enhance the efficiency and effectiveness of applying knowledge, systems and technologies in our local businesses. This in turn will help the development of skills, capability, and capacity.
It is important for the industry to communicate both internally and externally to promote the value proposition of the Kāpiti Coast food and beverage sector and thus access new markets and consumers. The sector will need to work on a shared promotional package that will showcase the Kāpiti Coast District and what its food and beverage sector has to offer.

2. Business Attraction and Sector Growth

An initial scoping of the sector's approach to attracting businesses and investment has been developed after numerous meetings with businesses and individuals, digital networking across New Zealand and overseas, and desktop research. The emergence of the food and beverage sector is viewed as a potential proposition to attract more businesses to the area. In addition, there is work being done to understand new market opportunities and capability-building for our home-grown businesses.
In summary, the game plan places high value on culture, connection and protection of whenua. Through support provided to Ngā Hapū o Ōtaki to identify opportunities to optimise land-use in Ōtaki for a sustainable production position, research and piloting regenerative horticulture on appropriate land blocks, is part of this game plan.

3. Food Centre of Excellence

The work undertaken as part of this game plan's development and progess, includes looking for the right model for the Kāpiti Coast in relation to a centre of innovation for food and beverage, based on niche strengths and exploring open access facilities that allow for broader scale-up. This game plan encourages a parallel approach as we continue to help small to medium enterprises thrive and expand to create the future for large companies.
The Kāpiti Coast hosts a large variety of small and medium size businesses, each with their own strengths and specialties. The ongoing work allows the sector to identify gaps in the offering and investigate ways these can be filled. Options are to grow the food and beverage workforce through specialised training centers; to provide a space for 'start-up' businesses to be nurtured and mentored, and there is the potential to develop specialised areas of knowledge that can become renowned throughout the region and potentially New Zealand.



Next steps & roadmap

The roadmap to achieving our vision

Our progress

Initial steps towards the development of an industry cluster have been taken. In September 2022, First Retail Group (FRG) published a report 'Kāpiti Coast Food and Beverage Cluster Report' which emphasised the need and value of greater coordination and representation of the food and beverage sector. The recommendation included the establishment of a network cluster. It was suggested this is the most beneficial way, "as a structured approach can support growth and resilience across the broad range and scale of the businesses that are involved in these markets."

Cluster development

The following steps were agreed with stakeholders to initiate work on cluster development and to grow the sector's profile:

Q1

Sept - Dec 2022

To facilitate and support partnerships (Objective 1):

- Appoint a food and beverage cluster coordinator
- Complete an analysis and action plan for developing an industry cluster
- Initial network event to initiate cluster development
- Discuss potential projects that businesses want to engage with based on the priorities identified during the initial food and beverage workshop in 2022
- Provide feedback to the sector and confirm stakeholder commitment

Q2

Jan - Apr 2023

To facilitate and support partnerships (Objective 1):

- Hold a network meeting including producer showcase
- Engage sector in pilot project: Fine Food Trade Show Collective attendance in Auckland
- Develop the food and beverage game plan 2023
- Engage with locational cluster in existing location (Sheffield Street, Paraparaumu)

To facilitate training opportunities and employment (Objective 2):

- Engage with businesses around shared production space and requirements
- Council engaging with the education sector to provide additional resources and capabilities for training. The food and beverage sector will also be consulted as work progresses
- Explore other capability building training that could support industry development

To increase representation of interest at a regional & national level (Objective 6):

- Explore further co-op between WLG regions based on the WLG Regional Economic Development Plan (Horowhenua and Porirua)
- Engage with Central government consultations relating to the food and beverage, representing the sector's interests

Q3

May - Aug 2023

To facilitate and support partnerships (Objective 1):

- Review and confirm long-term strategies based on the outcomes of pilot projects
- Work with Ngā Hapū o Ōtaki, local hapū and landholders, and the Ministry for Primary Industries towards a regenerative food pilot project
- Formalise locational cluster at Sheffield street
- Explore collective laneway way foodie event Sheffield St
- Network meeting including producer showcase

To attract like-minded foodie businesses to the district, to further develop the 'foodie vibe' and to expand into the international market (objectives 3, 4 and 5):

- Launch food and beverage marketing pack
- Attend Fine Food Trade Show with a collective of producers
- Work with Kānoa for investments into a new locational cluster and submit funding application
- Feasibility study exploring 'The Kāpiti Coast food and beverage experience'

Q4

Sept - Dec 2023

- Workforce Skills and Capability Development
- Locational Cluster street event (Sheffield Street), integrating other cluster producers to showcase the district
- Establish digital story telling for the Kāpiti Coast food and beverage sector
- Formalise locational cluster – Kanoa funding

To expand into the international market (Objective 5):

- Cooperation with NZTE to engage with producers aspiring to export

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Project Initiatives

Sector analysis and stakeholder engagement outlined the development of project initiatives that will support the vision achievement.

Our Project initiatives Years 2-5

Online producers guide showcasing the districts offering in food and beverage

Experience for visitors to the district 'from Paddock to Plate'

Reducing environmental impact and sustainable food initiatives

Grow annual attendance to the Fine Food Trade Show (awaiting results from the pilot). Plus explore other collective attendance opportunities to open up distribution channels

Pilot 'Taste the Coast' trail for the Kāpiti Coast, showcasing food and beverage in an experiential way

Regenerative horticulture masterplan

Explore a food innovation hub, and shared facility precincts for food production

Summary

The Kāpiti Coast grows both ideas and talent well. The industry is naturally collaborative, collegial, visible, and focused on meeting the shifting demands of consumers for sustainable food value chains.

The sector has a strong interest in working together to unlock further market success and growth over the next five years and this game plan will support that future growth. Today, the Kāpiti Coast success in food and beverage is centred on creativity, innovation and adding value. This has seen local businesses capitalise smartly on consumer-driven trends including artisan breads, craft brewing and distilling.

Together we can grow a food and beverage sector that is sustainable, productive, and economically beneficial for the people and the land. Maintaining our competitiveness through the sharing of skills, labour, space and infrastructure to grow profitably, are vital for achieving our vision.

Source: The Perching Parrot, Paekākāriki

Vision

Through partnership the Kāpiti Coast food and beverage sector is nationally renowned for high quality, sustainable and premium production.

Strategic Pillars

What we produce

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How we produce

Best practice sustainable production delivers a unique selling point for the Kāpiti Coast

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Our place

The Kāpiti Coast is a highly regarded food experience destination showcasing a food and beverage experience from 'paddock to plate'

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	Objectives	Focus Areas
One	To facilitate and support partnerships in the food and beverage sector that will lead to improved economic wellbeing and resilience and help fulfil the aspirations of mana whenua.	Partnering with iwi/hapū to support and enable the aspirations of mana whenua. Researching and piloting regenerative horticulture on appropriate land blocks.
Two	To grow high-value jobs and career opportunities on the Kāpiti Coast through increased access to innovative technology, capability development and training, and better access to domestic and international markets.	Developing centres of excellence based on niche strengths and opportunities for the sector.
Three	Retain, grow, and continue to attract like-minded foodie businesses to the district.	Establishing and strengthening an industry cluster to provide a collaborative forum and industry leadership.
Four	Further development of the Kāpiti Coast's 'foodie vibe' that appeals to our most important customer segments – Wellingtonians and the domestic tourism market.	Communicating and promoting the value proposition of the Kāpiti Coast food and beverage sector.
Five	To expand into the international market in coordination with WellingtonNZ and New Zealand Trade and Enterprise (NZTE).	Capability building for sector champions.
Six	To support Kāpiti Coast's boutique food and beverage entrepreneurs as part of the wider programme of business support by the Kāpiti Coast District Council, WellingtonNZ and relevant central government partners.	Attracting food and beverage sector businesses to have a base on the Kāpiti Coast

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Afterword

Nāu te rourou,
nāku te rourou,
ka ora ngā
manuhiri

With your food basket and my food basket the visitors will be cared for.

*Source: Grove, Neil and Mead, Hirini Moko (2001). Ngā Pēpeha a ngā Tipuna; the Sayings of the Ancestors. Wellington: Victoria University Press.

The Kāpiti Coast Economic Development Kotahitanga Board (EDKB) and Kāpiti Coast District Council are working with key partners and stakeholders to identify growers, producers and landholders (collectively the Food and Beverage Sector).

Priority actions to capture these opportunities are outlined in this Food and Beverage Sector Game Plan. Key partners in this Game Plan comprise the Food and Beverage Sector, mana whenua, funders, strategists, economic development agencies and policy makers.

The Kāpiti Coast Economic Development Strategy 2020-2023 emphasises the importance of supporting key industry sectors that contribute more skilled jobs, higher household incomes, and position Kāpiti as an economy opportune for public and private investment.
This sector Game Plan integrates with other key economic development strategies and initiatives including the Workforce Plan, Education Hub, Destination Management Plan, and the Intergenerational Game Plan.

Aspects of The Food and Beverage Game Plan are at different stages of development, and stakeholder engagement, and are designed to work inter-dependently to enable an integrated approach across the food and beverage value chain.

In the context of the Greater Wellington Region, the Kāpiti Coast is a central part of the Western Economic Corridor. Together with Horowhenua, this lower North Island food bowl will address under this Game Plan the critical drivers of medium to long-term food security and environmental sustainability that are so important to Aotearoa New Zealand as a food nation. This imperative is captured in the Wellington Region Economic Development Strategy.

Let's grow and deliver exceptional food and beverage products and experiences, sustainably, together.

To connect and find out more about this game plan please contact the Kāpiti Coast District Council.

- **economic.development@kapiticoast.govt.nz**
- **kapiticoastnz.com**

KāpitiCoastNZ

Kāpiti Coast DISTRICT COUNCIL
Me Huri Whakamuri, Ka Titiro Whakamua

Review of Older Persons Housing: Stage 1 Report

Kāpiti Coast District Council

October 2023

TPG's purpose
To deliver property expertise that builds a stronger New Zealand

Quality Control

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Reference	719046
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Reviewed by	Ruth Allen, Principal Urban Regeneration

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Revision	Date	Details	Authorised Name/Position	Signature
1.0	31/08/2023	Draft for consultation	Sophie Randell, Senior Property Consultant	
2.0	15/09/2023	Revised draft report for council review	Ruth Allen, Principal Urban Regeneration	
3.0	11/10/2023	Final report for issue	Sophie Randell, Senior Property Consultant	

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Executive Summary

Purpose of the review

The Property Group Limited (TPG) has been engaged by Kāpiti Coast District Council (Council) to provide a review of Council's existing Older Persons Housing Portfolio. The review has been undertaken as a second phase of work that follows on from Council's Housing Needs Assessment undertaken in 2022. The Housing Needs Assessment identified the review of the profile as a key action in supporting improved housing outcomes for the community.

The purpose of this review is to assist in defining the role Council will continue to play in the provision of older persons housing within the district and to make recommendations for how the provision of housing for older persons can be improved and fit for future growth.

Background

Like many Councils across the country, Council provides an older persons housing service to meet the needs of its community who require access to affordable older persons housing. Council currently owns 118 one-bedroom units in 10 villages across Kāpiti Coast. The portfolio is spread across Ōtaki (66 units), Paraparaumu (44 units), Waikanae (3 units) and Paekākāriki (4 units). The portfolio is managed internally by Council staff.

A review of the portfolio has not been undertaken for over 30 years and during that time the policy and funding settings for social housing in New Zealand have changed significantly. Currently, the majority of social houses in New Zealand are provided by Kāinga Ora with a smaller, but growing, number provided and managed by Community Housing Providers (CHPs). As part of the Government directive to support the overall growth in social housing provision, CHPs can receive an operational supplement (OS) and an income related rent subsidy (IRRS) for each new tenant provided for, from the Ministry of Housing and Urban Development (MHUD). Council's, including Council Controlled Organisations, are currently ineligible for this funding and are funding the shortfall from subsidising rents to their tenants, as part of Council's operational budget.

Due to the challenges of continuing to provide social housing without access to Government funding, many Councils across New Zealand have begun adjusting the way their older person housing portfolios are owned and operated, to respond to these policy and funding settings. For example, Wellington City Council has opted to support the establishment of a CHP to manage and grow its social housing portfolio. Other approaches adopted by other Councils will be assessed in the Stage 2 report.

The growing need for social and affordable housing in the Kāpiti Coast District, particularly for older people, has prompted Council to review the delivery of its older persons housing portfolio. Council has committed to supporting the continuation of the service and looking for opportunities for growth.

Approach

The review has been undertaken in stages. The first stage, outlined in this report, reviews the current operation, considering how well the portfolio is currently supporting those most in need and whether the portfolio is set up to support growth. The second stage will then look to the future, identifying opportunities to grow the portfolio and consideration of future delivery model options that achieve the best outcome.

The approach to undertaking each stage of the assessment is outlined below.

Stage 1 - Review of the current operation

Stage 1 of the review seeks to answer the following two questions:

- Does the portfolio currently support those most in need (including the suitability of the targeted age group and their accessibility requirements); and
- Is the portfolio's current operating model set up in a way that allows for expansion of the portfolio to match growing need.

TPG's approach to undertaking the first stage of the assessment has included a review of the current social housing policy and funding framework, a review of the current demand and provision of housing for older persons in the district, a high-level assessment of the portfolio's financial and operational performance, including assessment against a range of evaluation criteria to understand how well the portfolio is performing against tenants needs and Council's strategic objectives, and identification of which sites present a redevelopment opportunity, including modelling on one site (49 Aotaki Street, Ōtaki) to test the viability of Council undertaking the development.

The review has been undertaken alongside a process of stakeholder engagement with local advocacy groups, community housing providers (CHPs) and Government agencies to help understand the current and future demand and supply of housing in this district as well as key challenges the market is facing. Current tenants have also been provided with the ability to provide input into the review through Council.

Stage 2 - Consideration of future operating models

Based on the outcomes of Stage 1, Stage 2 of the assessment will consider alternative operating models for the portfolio and assess how they would improve the financial sustainability of the portfolio and ensure it is set up to support growth. The second stage of the review will further build on work completed in this report and investigate future operating model options in more detail. This will include a financial and qualitative analysis of potential delivery options against retaining the status quo.

Summary of the findings of Stage 1 - The key findings of the Stage 1 assessment are summarised below.

1. There is a growing unmet need for affordable and accessible housing for older people in the district.

As identified in Council's 2022 Assessment of Housing Demand and Need, the district has a need for more affordable housing and housing choice, particularly for older people (aged 65 and over).

The combination of an aging population and lack of supply of affordable housing options and smaller housing typologies, is putting increasing pressure on this age group. There is a gap in support for those not working, with limited financial means, and who are not eligible for Government-assisted residential care. This is creating a challenge for the ability for people to age 'in place'.

Stakeholder engagement undertaken as part of this review confirmed this need. Notably, many people in immediate need for housing are not joining Council's application register due to low turnover of units and long wait times. Consequently, some of these people are leaving the district to find more affordable housing options.

2. Council's older persons housing portfolio is targeting a group that are currently overrepresented in social housing demand

Council's portfolio is the only older persons housing in the district that is focused on meeting the needs of older people. The eligibility criteria for housing provided by Kāinga Ora and other CHPs is not targeted solely at older people. Despite this, people aged over 65 are currently overrepresented in existing tenancies and on the application register and it is anticipated the demand is higher than reported.

Stakeholder engagement has identified that many older people in need are not opting to apply for Government or CHP social housing. This is because other social housing options are not well suited to the needs of older people.

This reinforces the need to continue the service provided by Council for those over 65. Increasing the portfolio will not only support this age group but also take the pressure off the housing register for others in need.

3. The portfolio is not meeting the accessibility needs of the older persons

The portfolio is not well set up to meet the accessibility needs of the target group. There is a gap in provision for those older people who are not ready for government assisted residential care (high-dependency care) but have some accessibility requirements.

The portfolio currently does not meet universal accessibility standards, meaning some eligible older persons with a physical disability may not be able to access housing through Council.

There are also limited housing options provided by others in the district for these people. Other housing providers, including Kāinga Ora and CHP's also do not provide a large number of accessible units.

Council has conducted an exercise to explore options to retrofit existing dwellings for improved accessibility. However, at design and costing stage it was cost prohibitive to carry out. Futher options were explored but were not viable with the current portfolio.

4. The portfolio does not provide diversity and housing choice to meet the differing and changing needs of older persons

There is currently limited diversity in the portfolio and stakeholder engagement has identified that to meet the needs of older persons different typologies are required to assist aging in place.

This includes providing a range of different sized typologies to meet differing needs as people age. For example 1 bedroom, highly accessible units for some and 2 bedroom units for couples.

Diversity could also be considered in terms of locating new housing in mixed tenure developments to provide better connections to the surrounding community.

5. The current operating model of the portfolio is not financially sustainable without significant and ongoing rates-based funding

The portfolio is not self-funding. This is evidenced by the portfolio's operational year-on-year loss across the last five years.

We estimate that Council is renting each of its units for $123 less per week than what could be charged for the same properties on the open market. On this basis, Council is forecast to forego a total of $752,976 in the 22/23 financial year.

This is in part due to the portfolio's rents being capped at 30% of household income.

6. Redevelopment of the portfolio and increasing its size is cost prohibitive without a change in operating model

There are many sites within the portfolio that could be considered for redevelopment or infill. A feasibility assessment of potential redevelopment at Aotaki Street was completed as a test case and identified that the cost to develop the site would significantly outweigh the revenue that could be recouped through market rents.

Council would need to dedicate the funds required to both undertake redevelopment as well as the ongoing cost to Council to subsidise rents and manage the increased portfolio.

Other models of managing the portfolio, could allow Council to access additional funding to support the financial sustainability of the portfolio and the reliance on rate based funding.

7. Strategic asset management needs to align with the long-term strategy for the portfolio

The asset management plan considers existing assets only, and does not consider the long-term strategy for the portfolio.

For example, Council is currently completing a renewal program across the portfolio at an average cost of $65,000 per unit (this figure excludes council staff time). To ensure appropriate investment into the portfolio, Council staff should ensure the sunk cost is taken into account if the future investment profile of the portfolio is to be revisted.

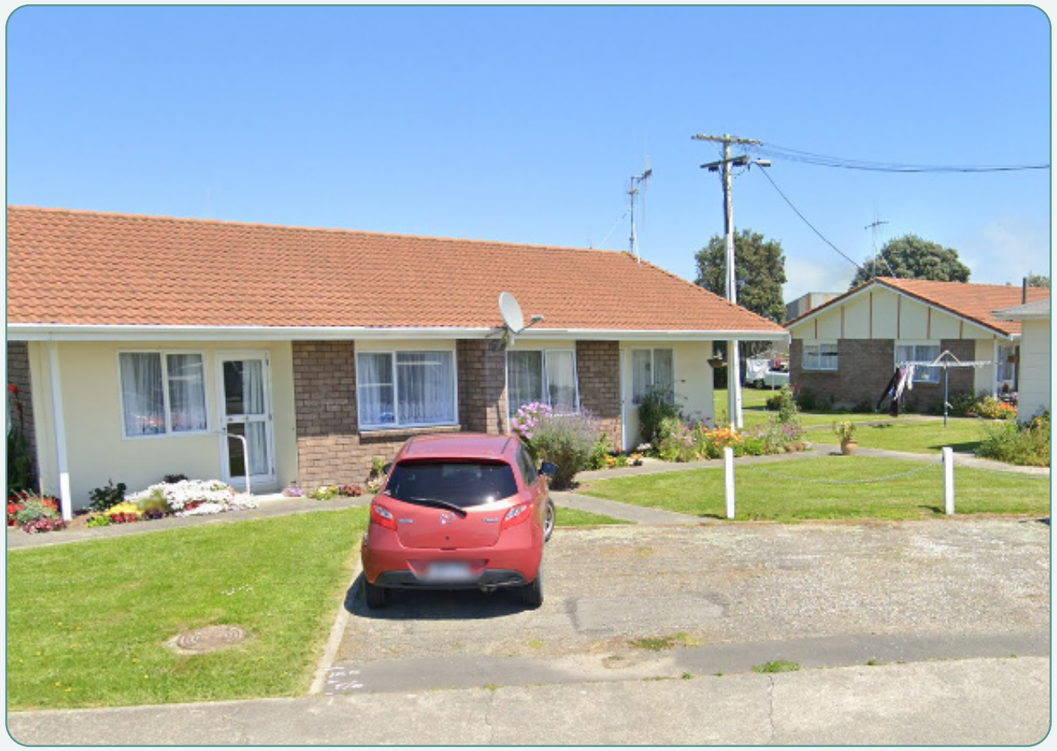
Executive Summary

Conclusion

The current operating model is not considered financially sustainable (i.e., it is not self-funding and currently requires ongoing investment of over $600,000 per year to operate based on 2023/24 forecasts), nor is it well-placed to grow to support an increasing need without additional significant investment.

Recommendation

To meet Council's objectives for growing the current portfolio and to ensure sustainability of the housing portfolio into the future, it is recommended that Council considers a change in operating model to both improve the financial performance of the portfolio and enable its growth. Based on current policy settings, changing the operating model requires a commitment to consider working alongside or supporting the establishment of a CHP and undertaking redevelopment of the portfolio to increase overall provision, which is assessed in more detail in Stage 2.



Short-term Considerations

The review undertaken in Stage 1 has also identified some short-term improvements that could be considered whilst Council progresses towards considering a change in operating model.

Generally, the review found that Council staff are managing the portfolio effectively. We have provided some minor recommended changes that could assist in the planning for the future of the portfolio. These recommendations are summarised below:

- **Tracking demand** –The demand for older persons housing is hard to assess for both the Council and Ministry of Social Development's (MSD) housing register. We understand that some older people are not applying due to anticipated wait times, accessibility issues with the units, and other barriers. For these reasons, the housing register is not considered to be a true reflection of actual demand.

  To support future planning, it is recommended that feedback is kept (where possible) on why enquiries are not progressing to applications to help understand current and future demand. The annual tenant survey should also gather information on tenant profile such as age, ethnicity, and whether mobility aids are required, to ensure this data is kept up to date.
- **Monitoring quality** –There are limited records of requests that have been made for improvements to the portfolio to meet tenant needs. Council should ensure that clear records of requests are kept, including recording the reason for tenants' departures to inform future portfolio improvements.
- **Process for Rent Reviews** – Council should look to maximise rental income whilst ensuring rents remain affordable for tenants. This would be achieved through reviewing the current approach to annual rent reviews and KCDC working closely with tenants to ensure that tenants who are eligible for further financial assistance (such as accommodation supplement through MSD) are accessing this.
- **Working with Māori** – There is anecdotal evidence from discussions as part of this review with mana whenua and others to suggest there is a need for more kaumatua housing options. Council isn't receiving applications from kaumatua but should work closely with local iwi to better understand this need. Māori households had lower rates of owner occupation across all sub areas in the district when compared to non-Māori households (Community Housing Solutions Ltd, 2022).
- **Making units accessible "quick wins"** – One of the key limitations of the portfolio identified in stakeholder engagement was that the units don't currently meet universal design accessibility standards. Our recommendation is to explore opportunities to retrofit existing units to make them more accessible provided it is financially viable to do so.
- **Review current allocation system** - The current allocation system has not been reviewed since 1993 and should be revisited by Council to ensure the process is transparent and fair to all eligible tenants.
- **Develop tenancy and asset management polices and procedures** - Council should develop policies and procedure for how the portfolio is managed. This documentation will be a requirement for CHP registration and is best practice for Council to implement.

1 Introduction

Purpose

The Property Group Limited (TPG) has been engaged by Kāpiti Coast District Council (Council) to prepare a review of Council's Older Persons' Housing Portfolio (the portfolio), its current operations, and its future delivery options.

The purpose of this review is to assist in defining the role Council will continue to play in the provision of older persons housing within the district and to make recommendations for how the provision of housing for older persons can be improved and fit for future growth.

The first stage of the review, outlined in this report, seeks to answer the following questions:

- Does the portfolio currently support those most in need (including the suitability of the targeted age group and their accessibility requirements); and
- Is the portfolio's current operating model set up in a way that allows for expansion of the portfolio to match growing need.

In answering these questions this report includes an examination of the current condition and suitability of the 118 Older Persons Housing Units (OPHUs) owned by Council, as well as an analysis of the ability of the service to meet future demand for older persons housing and its overall cost-effectiveness for Council. The review is undertaken with consideration of the current provision for older persons and community housing in Kāpiti and a housing sector which is coming under increasing pressure to meet growing demand for affordable housing across New Zealand.

Approach

We have used the following methodology to undertake Stage 1 of this review:

1. A review of the housing policy frameworks including the definition of the housing continuum and applicable housing strategies and policies that impact the district.
2. A high-level assessment of older persons housing supply and demand from the district's housing business capacity assessment, Council's housing needs assessment, and community housing development pipeline.
3. An analysis of available Council documentation and data in relation to the operation of the older persons housing units.
4. Stakeholder engagement with key groups within the district including local advocacy groups, CHPs, MHUD and Kāinga Ora.
5. Identification of gaps, if any, in the current service provision.
6. Development of site evaluation criteria to rank/prioritise the sites to understand which sites would be suitable for future investment.
7. Site specific assessment on highest ranking site including RMA planning review, yield estimate through bulk and location, preliminary feasibility assessment and development recommendations.

2 Defining the Portfolio

Placing the portfolio on the Housing Continuum

The housing sector uses the concept of a 'housing continuum' to identify the role that public and community housing organisations have in providing homes to meet a range of housing needs in New Zealand. The housing continuum, shown in Figure 1, is a concept used by policy makers to consider the impact a policy has on different tenancies. It illustrates the various tenancies from homelessness and emergency shelters on the far left, through to assisted rental or assisted ownership, to providing rental and ownership options in the market.

Council's older persons housing service falls in the 'social or public housing' segment of the continuum, in that it provides subsidised rental accommodation combined with supportive services/referrals appropriate to household needs. Public housing helps low to very low-income households access appropriate, secure, and affordable housing. Generally, public housing tenants spend about 25% of their net income on housing (the income-related rent as determined by the Ministry of Social Development).

The Community Housing Provider (CHP) or Kāinga Ora Homes and Communities (Kāinga Ora) then receive an income-related rent subsidy (IRRS) from the Ministry of Housing and Urban Development (MHUD) which covers the balance between the tenant's rental payment and the market rent for the property. The ability to receive the IRRS can have a significant impact on the financial position of the housing provider. Currently, Councils are not eligible to receive IRRS, so consequently are required to absorb the full cost of providing an affordable level of rent. Many Councils have struggled to keep their older persons housing portfolios financially sustainable.

Public housing in New Zealand is primarily provided by Central Government via Kāinga Ora. Councils collectively make up the next largest contributor, predominantly for older people. Not-for-profit organisations, typically registered CHPs, make up a smaller but growing proportion of the overall provision.

Generally Councils set rents at 30% of household income and fund the shortfall through rates. It is recognised that as Councils do not have access to Government funding for public housing, nor are set up to provide appropriate wraparound services to households, it is making it harder for them to continue to provide community and elderly housing.

Within the housing needs assessment, it was reported there is a severe lack of rental options at a range of price points in Kāpiti, pushing people down the continuum to emergency housing, which was becoming increasingly unavailable, and/or out of the district.

FIGURE 1: THE HOUSING CONTINUUM

3 The Current Housing Policy Context

Kāpiti Coast District Council Housing Strategy

In the Long-term Plan 2021-41, Council made the decision to 'take a bigger role in housing' with a focus on increasing their activities to support and enable development, as well as looking at how they can contribute to improving housing options in the district.

The purpose of the Kāpiti Coast District Council Housing Strategy (2022) is to outline Council's current thinking about housing in the Kāpiti Coast District, and what Council plans to do in the short, medium, and long term.

The Strategy identified that there was a strong desire expressed by older residents to remain in their local neighbourhoods; this meant housing choices were limited and that a greater variety of housing options are needed to serve this group.

It was also widely reported that there is a lack of homes that are accessible for people with disability/mobility challenges. Council understood that this lack of accessible housing in Kāpiti forces people out of communities where they want to be.

The Strategy sought to understand Council's role in housing, and identified that it was multifaceted, and there has been clear direction that the community wants Council to take a strong role in responding to the housing crisis. This will require Council's role to include functions such as:

1. **Regulator/Service Provider** – establish regulatory settings and zoning to enable the desired mix of housing in appropriate location. More broadly Council is a provider of core infrastructure, amenities, and services (water supply, wastewater and storm water services, community facilities, parks, and recreation, etc.)
2. **Facilitator/Connector/Advocate** – Council has a role in connecting the various agencies, local housing providers, iwi, investors, and developers, to help facilitate improved housing outcomes in the region.
3. **Enabler/Funder** – Council also owns land and assets (including older person's housing, but also social/community infrastructure) that, through future development, might be able to support ancillary housing development in town centres.
4. **Housing Provider** – Council has a small number of older person's housing units, which could be redeveloped in the future to increase the volume of housing available, and better suit the needs of existing and future tenants.

The Wellington Regional Growth Framework

The Wellington Regional Growth Framework looks across the whole region to ensure there is 'joinedup' planning. The Wellington Regional Growth Framework focusses on four priorities:

1. Housing supply, affordability, and choice
2. Transport choice and access
3. Iwi/Māori housing capacity and taonga
4. Climate change and resilience.

The Kāpiti Coast District Council Housing Strategy responds to these priorities and population growth, with the core objective of taking a bigger role in housing, anticipating that growth will exacerbate current housing challenges.

The Kāpiti District Growth Strategy - Te tupu pai, Growing Well

Te tupu pai – our growth strategy, was adopted by Council in February 2022 and sets out a vision and roadmap for how Council and Mana Whenua will work with the community to achieve sustainable development in the district in the 30 years to 2051.

Council seeks to deliver resilient, accessible, and connected communities in a way that protects and enhances the environment as growth occurs. The approach emphasises making the best use of land by mainly 'growing up' (increasing density) with some 'growing out' (development of new areas).

Kāpiti Coast District Council Long-term Plan 2021-2041

Improving access to housing is one of the five community outcomes agreed by Councillors for this Long-term plan. Through identifying the need for greater involvement in supporting the provision of housing in the district, Council have committed to acting towards improving housing access and affordability in the district. The focus for Council is to increase activities to support and enable development. One of the actions from this is the review of the existing older persons' housing complexes to see if Council can redevelop and add more housing.

Within the Long-term Plan 2021-41 key outputs for older persons' housing are:

- Council provides 118 one-bedroom older persons flats targeted towards the elderly, disabled, and those meeting qualifying criteria.
- Contribute to social wellbeing by ensuring that an adequate supply of safe, accessible, and affordable older persons flats is available to those in need.

Note: Long-term Plan 2021-41 states that units are accessible. The Council provides some accessible features in the units but currently none of the units meet universal design standards for accessibility.

The Long-term Plan sets out that rents for the portfolio are to be fair and reasonable and the services and facilities are to be of a good standard, and high occupancy rates are maintained.

The performance measures for the portfolio are based on occupancy rates (97%), and tenant satisfaction that the service is good value for money (85%) and with the quality of services and facilities (85%). Housing customer surveys are carried out on an annual basis and give tenants with an opportunity to provide feedback on the portfolio and Councils level of service.

The Long-term Plan outlines Council's revenue and financing policy. The funding targets for 2021-2041 are for the portfolio to be between 20-45% Public (Rates) funded and 55-80% Private (Fees and User Chargers and Other Income). These figures do not include captial expenditure.

4 Demand for Social Housing

Demand

As of June 2023, there were 171 applicants on MSD's Housing Register in the Kāpiti Coast District, the figure below shows the number of applicants requiring housing at the end of each quarter for the last 3 years. (MBIE, 2023). Whilst the register provides us with some level of data around demand it is not the perfect proxy for demand as not all eligible applicants will be on the register.

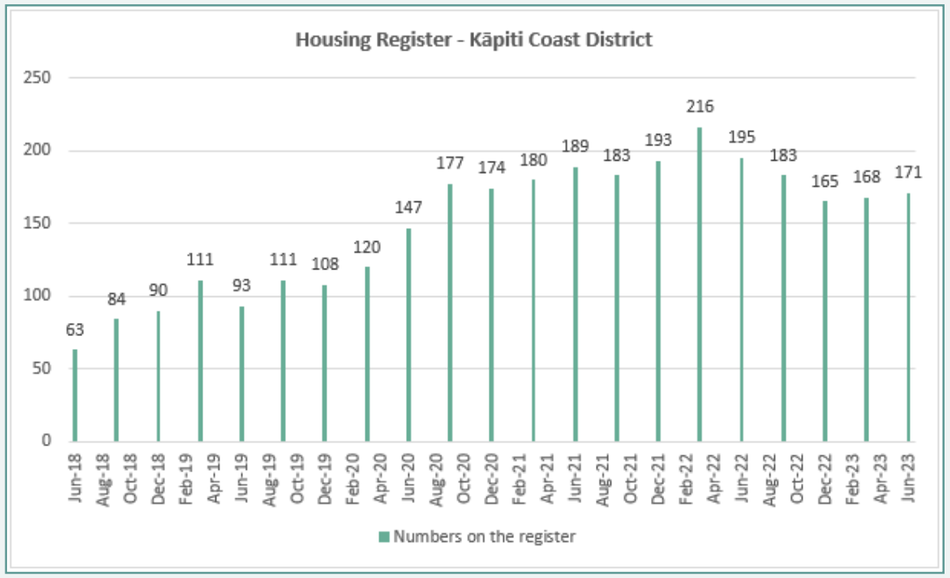


FIGURE 2: HOUSING REGISTER DATA AT AS JUNE 2023

The number of bedrooms required in the Kāpiti Coast as of June 2023 is detailed in the table below, illustrating that the smaller typologies of one and two bedrooms are in significant demand within the district:

TABLE 1: KĀINGA ORA HOUSING TYPOLOGIES IN KĀPITI COAST DISTRICT

1 bedroom	2 bedrooms	3 bedrooms	4 bedrooms	5+ bedrooms	Total
105	48	15	3	3	171

There is demand for Public Housing and Emergency Housing Special Needs Grants in the district. In the quarter ending 30 June 2023 there were 225 Emergency Housing Special Needs Grants to the value of $632,764.

Social Housing Register – Social Allocation System

When applicants join MSD's housing register, they are assessed by MSD which is referred to as the social allocation system (SAS). Each housing application is given a ranking based on their housing needs. Applicants are either classed as being at risk (Priority A) or having a serious housing need (Priority B). There are five criteria used to determine the priority ranking for a client with each criterion being rating from 1-4, the maximum priority ranking is A20.

The five criteria are:

- **Adequacy** – focuses on whether the applicant doesn't have accommodation or needs to move from their current accommodation due to living in emergency housing for the time-being, the condition of their housing or lack of basic facilities of over-crowding or lack of security of tenure.
- **Suitability** – the need to move due to medical, disability or personal needs, family violence or neighbourhood tension.
- **Affordability** – ability to afford suitable alternative housing in the private market.
- **Accessibility** – ability to access and afford suitable and adequate housing due to discrimination, lack of financial means to move and ability of alternative, affordable housing in the private market.
- **Sustainability** – focuses on financial management difficulties in social functioning and lack of social skills.

In 2017 most Kāinga Ora places were being allocated to those on the social housing register with a score of A10-A14. In 2022 this changed to those with a rating of A14-19 showing that the complexity of needs is increasing (A20 being the highest level of need).

Historically those over the age of 65 in public housing would have become a public housing tenant earlier in life and aged in place. However, more recently there has been an increase in demand for those who reach retirement, often exhausting their savings paying market rent and then require public housing as there are no other housing options available to them. As this group have never been in a position where they have required support from MSD until they reach retirement, they will often apply for affordable rentals through Councils older persons housing portfolios over joining the housing register, which masks the current and growing demand from this demographic.

Those within this cohort who are assessed by MSD and are eligible for public housing will often be a lower priority and be less likely to be housed whilst Kāinga Ora place those with higher, more complex needs.

5 Supply of Social Housing

Kāinga Ora

Kāinga Ora is the largest provider of public housing in New Zealand and provides tenancy services to over 180,000 tenants. It also maintains and develops around 65,000 public houses while also providing home ownership products and other services. Kāinga Ora data indicates that they manage approximately 216 properties across the district. It is important to note that Kāinga Ora prioritise households into properties according to the Public Housing Register and the suitability of a specific property and cohorts. For example, a person who is over the age of 55 may not be able to access housing because they do not qualify as a Priority A household on the Register (i.e., be in critical need).

As of 3 July 2023, Kāinga Ora had the following managed rental properties in Kāpiti:

Kāinga Ora has a current portfolio of 216 units in the Kāpiti Coast District excluding their Community Group Housing portfolio, the breakdown of dwelling type by location is summarised in the below table.

TABLE 2: KĀINGA ORA STOCK IN THE KĀPITI COAST DISTRICT

House Type	Ōtaki	Waikanae	Paraparaumu / Raumati
Flat – Single Storey			14
House – Multi Storey			3
House – Single Storey	38	9	81
Twin Unit – Single Storey	24	3	42
Twin Unit – Double Storey	2		
Total	**64**	**12**	**140**

The following table which was included in the Housing Demand and Need in Kāpiti Coast District (Community Housing Solutions Ltd, 2022) shows that of the 219 tenancies Kāinga Ora had in the district as at January 2022 the main tenant in 70 of the 219 was 65 years or older. Of the current tenancies over half the tenancies were one-person households (123 out of 219).

TABLE 3: KĀINGA ORA TENANCY BY AGE

Household Composition	Current Tenancies	Main Tenant Age	Current Tenancies
Couple only	7	0 to 24	1
Couple only and other person(s)	4	25 to 34	28
Couple with child(ren)	5	35 to 44	24
Couple with child(ren) and other person(s)	4	45 to 54	27
Household of unrelated people	7	55 to 64	69
One parent with child(ren)	55	65+	70
One parent with child(ren) and other person(s)	10		
One-person household	123		
Other multi-person household	4		
Grand Total	**219**		**219**

Kāinga Ora has provided detail of their current pipeline which is summarised in the below table. Kāinga Ora's pipeline does not include any 1 bedroom units within the district.

TABLE 4: KĀINGA ORA PIPELINE AS AT 3 JULY 2023

No. Bedrooms	Ōtaki	Paraparaumu	Total
1	-		-
2	14	1	15
3	13	-	13
4	-	1	1
5	-		-

5 Supply of Social Housing

Community Housing Providers

As of January 2022, Community housing providers also have a small number of social and affordable rentals (25) and transitional housing (16 places) in the district. The largest community provider of social rentals and transitional housing is The Salvation Army with units in Paraparaumu (Community Housing Solutions Ltd, 2022).

The Community Housing Authority (CHRA , 2023) keep a register of registered Community Housing Providers (CHPs) across New Zealand. As of June 2023, there were no CHPs specifically registered to the Kāpiti Coast District. There are currently 13 CHPs registered to the Wellington region (which includes the Kāpiti Coast) including:

- Accessible Properties New Zealand
- Dwell Housing Trust
- Habitat for Humanity New Zealand Limited
- LinkPeople Limited
- Emerge Aotearoa Housing Trust
- The Salvation Army
- Abbeyfield New Zealand Incorporated
- Porirua Whanau Centre Trust
- Compassion Housing Limited
- Wesley Wellington Mission Incorporated
- Ngati Kahungungu ki Poneke Community Services Incorporated
- Poua Ki Raro Limited
- Habitat for Humanity Central Region Limited

There is one registered CHP operating in the Porirua geographical location, being Te Āhuru Mōwai Limited Partnership.

Other Community Providers

We are also aware of the following groups which are involved in the housing sector on the Kāpiti Coast, but are not registered CHPs:

- Mary's Guest House
- Impact Church
- Kāpiti Welcome Trust
- Paekākāriki Housing Trust
- The Lighthouse

To explore how Council can work with CHP's operating in the area Council may consider the following:

- Contacting MHUD, the Community Housing Regulatory Authority (CHRA) and Community Housing Aotearoa (CHA) to understand appetite for provision of services in the district from the CHP sector.
- Investigate CHPs' appetite through conversations with aligned providers to directly to confirm capability and capacity for providing these services in partnership with Council in the district.

6 The Need for Older Persons Housing

The Kāpiti Coast District has one of the oldest populations nationally, with 19.4 percent of its population over 70 compared to the national average of 10.4 percent. Similarly, the district has a high proportion of one person households at 28 percent compared to the national average of 21 percent.

Future forecasts expect the over 70 age group to grow further to 23.8 percent by 2048. This is driven by the natural aging of New Zealand's population, but also the continued attraction of the area as a retirement location with Kāpiti providing a large proportion of the region's retirement sector, with further retirement villages expected to support this growth". (HBA, 2022).

The high proportion of people aged over 70 in the district now and into the future means they are a key group impacted by the challenges of housing affordability and supply. The following section provides a review of the work Council has undertaken to understand housing needs in the district and a summary of what this means for the housing needs of older people (aged 65 an over).

Housing needs

From September 2021 to April 2022, Council commissioned a large-scale Housing Needs Assessment (The Urban Advisory, 2022). This piece of work was designed to identify what really is at the heart of Kāpiti's housing issues today.

Older residents were well represented in the survey and the community kōrero sessions. The findings raise questions about how to address the needs of this group by enabling them to age in place, have a greater variety of housing options to choose from, remain connected to their communities and avoid the pitfalls of loneliness and ensuring that they have access to key services.

The key points raised in the community kōrero included:

- A key barrier identified that older people don't have many options, and the ones they do have are already almost oversubscribed.
- Many people spoke about older people having to still support younger family members as well as themselves.
- Being able to age in place and have real choices is seen as important.
- A shared perception that the elderly is one of the most affected groups, and that fit-for-purpose accommodation needs to be a priority because they just don't have options.
- Participants highlighted that Retirement Villages can create an environment where people feel isolated and cut off from the larger community.
- Participants also noted that being able to easily access services was critical to older residents.
- A key concern raised with the increasing number of older women reported by housing agencies who become homeless because of changing circumstances such as divorce or widowhood.

Of particular concern was the potentially unsustainable reliance of this group on savings to supplement their retirement incomes. Generally, they are asset rich and cash poor. Consequently, they find it increasingly difficult to maintain their lifestyle as they age, as universal superannuation is not sufficient as their only source of income. As life expectancy increases, more and more people will exhaust their savings.

Increasing demand

The Housing Needs Assessment outlined above was undertaken alongside a Housing Demand Assessment, undertaken by Community Housing Solutions in 2022. The demand assessment provides the statistical data behind the information gathered through community engagement to understand housing need and demand in the district.

The 2022 Housing Demand assessment clearly identifies the growing need for affordable housing for older people. The assessment identifies that the number of households living in Kāpiti Coast District is projected to increase by 62% over the next 30 years. However, the nature of the demand is likely to change, and this has direct implications for the provision of housing for older people. In particular the following is noted:

- There is an anticipated 87% increase in renter and owner occupier households aged 65 years and over.
- A projected 100% increase in housing need, dominated by older one person and couple only renter households aged 65+.
- With reduction in ownership levels, the largest growth in renter households from 2018 – 2048 will be those aged 65+, up 104% or 1,820 households.

6 The Need for Older Persons Housing

Decreasing Affordability

As noted above there is an increase in older people anticipated in rental accommodation. A market review indicates that rents have become more unaffordable in the district. The following graph (Figure 3) shows that the percentage of people spending between 30%- 50% of their income on rent has increased across the three years shown – 2006, 2013, and 2018. The second graph (Figure 4) shows the change in rent affordability from 2003 to 2023. A downward line represents a decrease in affordability, while an increase represents an increase in affordability.

Home ownership is also becoming less obtainable over the years as illustrated in the graphs below. The first graph below shows the change in the ratio of median sales to median income over time. An upward line indicates homes becoming less affordable, while a decrease indicates homes becoming more affordable. The second graph tracks the change in the affordability of a deposit. A downward line indicates a deposit being less affordable, while an upward line indicates a deposit being more affordable. The declining affordability of homes in the district is particularly challenging for those older people (over 65) that are no longer working and do not have sufficient funds available to support them stay in their homes as they age.

FIGURE 3: RENTAL AFFORDABILITY DATA- THE GOVERNMENT HOUSING DASHBOARD (MHUD , 2023)

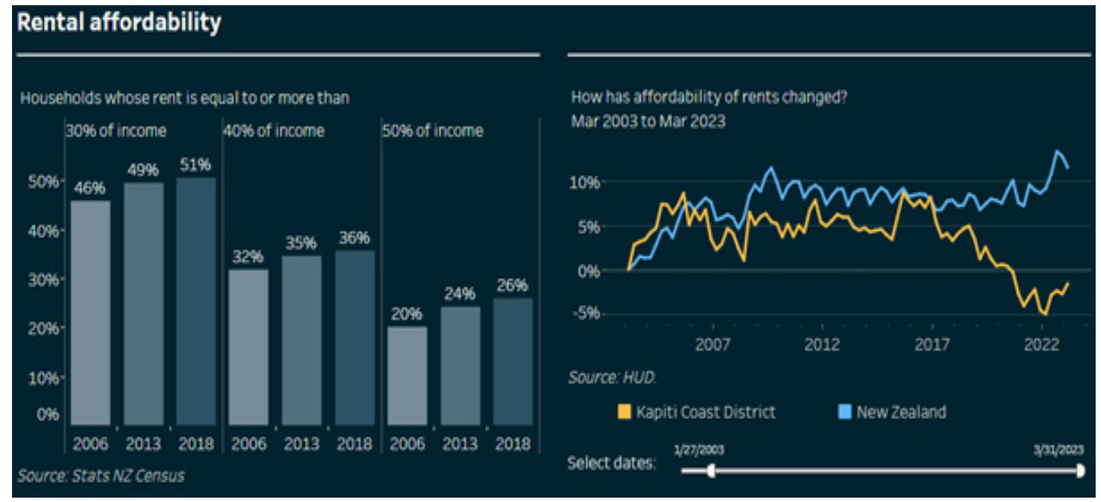
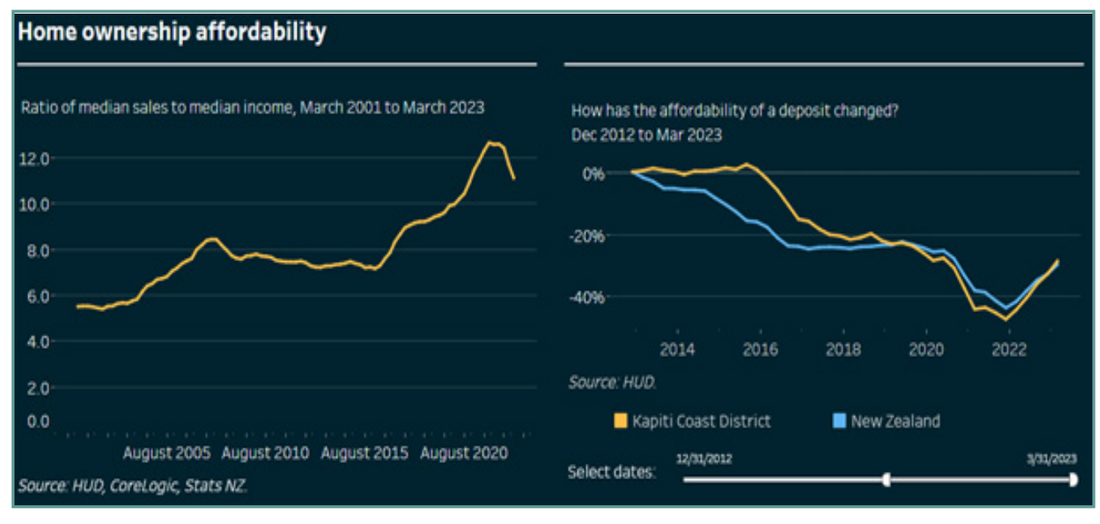


FIGURE 4: HOMES OWNERSHIP DATA- THE GOVERNMENT HOUSING DASHBOARD



6 The Need for Older Persons Housing

The role of retirement villages and residential care

Whilst there is a good supply of retirement villages in the district (refer Table 5 below), these do not provide an affordable option for older people who have limited retirement funds. To be eligible for residential care or to receive a government subsidy to contribute towards the cost of a retirement village, a person must be assessed to have high dependency needs. This does not account for those people that have accessibility requirements but are still able to live independently.

There is a gap in housing options for those older people who do not require high-dependency care but do have some accessibility requirements. With the growth of the number of older persons in rental accommodation it is anticipated that the number of people who fall into this gap will grow and the application register for Council's housing portfolio will come under increasing pressure.

TABLE 5 – RETIREMENT VILLAGES IN KĀPITI COAST DISTRICT (HOUSING NEEDS ASSESSMENT 2022)

Village	Location	Villas	Independent Apartments	Serviced Apartments	Total
MetLife care- Coastal Villas	Paraparaumu	131	0	50	**181**
MetLife care Kāpiti	Paraparaumu	225	0	0	**225**
Midland Gardens	Paraparaumu	93	0	0	**93**
Seven Oaks	Paraparaumu	112	46	0	**158**
Muriwai Court	Paraparaumu	14	0	0	**14**
Summerset on the Coast	Paraparaumu	92	12	10	**114**
Charles Flemming retirment village	Waikanae	201	79	-	**280**
Avida Lodge	Waikanae	4	20	-	**24**
Bishop Sneddon	Waikanae	20	-	-	**20**
Parkwood	Waikanae	209	0	8	**217**
Winara Village	Waikanae	27	18	3	**48**
Total		1,128	175	71	**1,374**

The "Forgotten Middle – middle to low income older persons"

The combination of an ageing population and lack of supply of affordable housing options, and in particular affordable rentals, is putting increasing pressure on older people. There is a gap in support for those no longer working, with limited financial means, who are not eligible for government assisted residential care. This is creating a challenge for the ability to age in place.

7 Overview of the Current Service Provision

The existing portfolio

Council's Older Persons Housing Portfolio consists of 118 one-bedroom units. The table below summarises the number of units at each location and the location of each of the above complexes within Kāpiti Coast District is shown in Figure 5 (note that over half of the units are in Ōtaki, with the remainder spread across Waikanae, Paraparaumu and Paekākāriki).

TABLE 6: COUNCIL'S EXISTING PORTFOLIO DETAILS

Existing Portfolio Description				
Name	**Complex Name**	**Address**	**Constructed**	**Total**
Ōtaki	Kainga Flats	49 Aotaki Street	1967	**24**
	Hadfield Court Flats	25 Te Rauparaha	1984	**15**
	Tahuna Flats	1-7 Kirk Street	1958 / 1995	**16**
	Patterson Court	32 Kirk Street	1980	**11**
Waikanae	Belvedere Flats	12 Belvedere Ave	1985	**3**
Paraparaumu	Oakley Court Flats	Eatwell Ave	1977	**18**
	Arnold Grove Flats	19-27 Arnold Grove	1983	**20**
	Repo Street Flats	Repo Street	1973	**3**
	Te Ati Awa Flats	18-20 Donovan Road	1979	**4**
Paekākāriki	Wipata Flats	36 Wellington Road	1979	**4**
Total			**118 Units**	

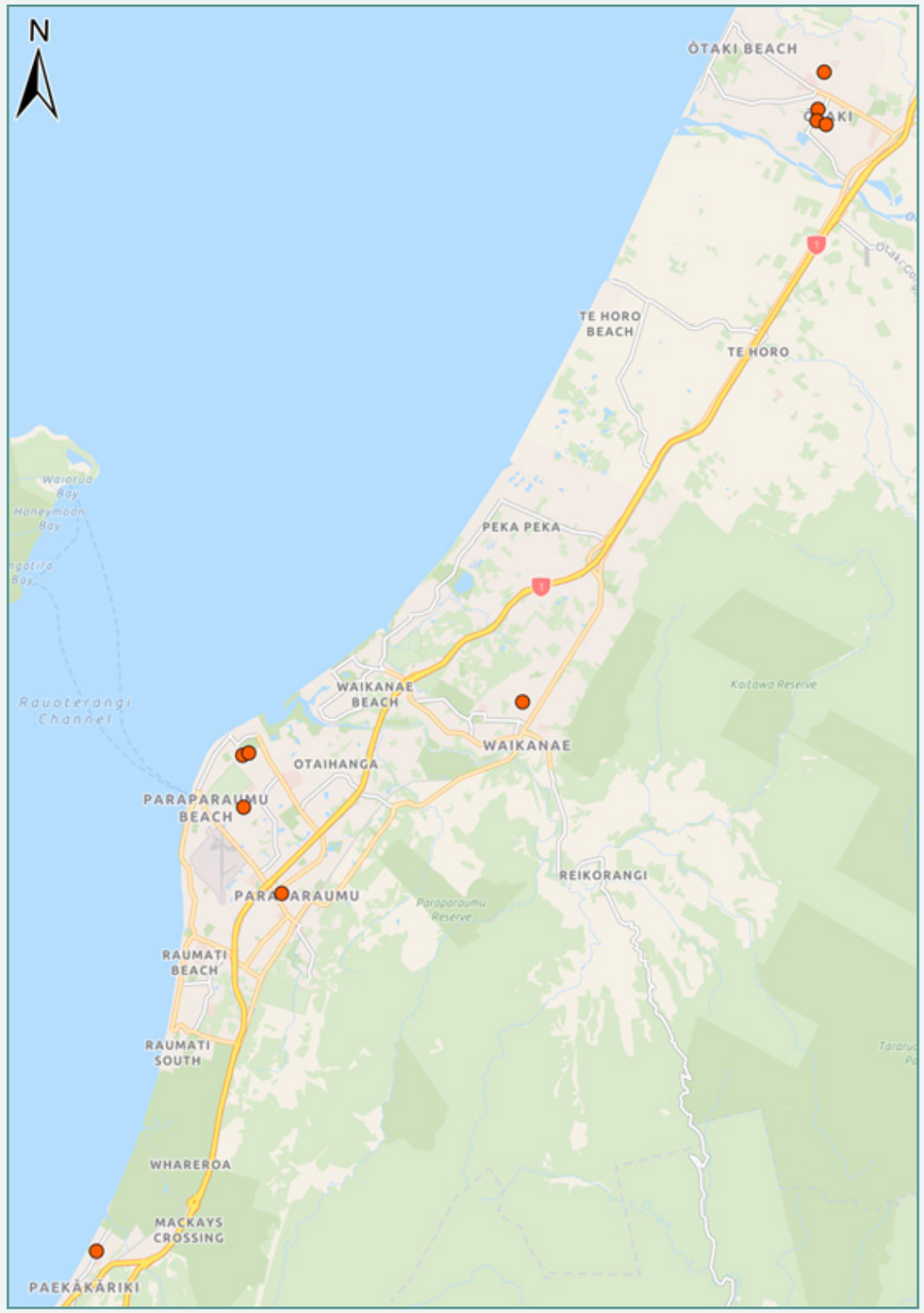
Management

Council's Older Persons Housing Units are managed internally by Kāpiti Coast District Council's Property Team.

The Property Team is responsible for the following:
1. Tenancy Management
2. Management of maintenance and capital works
3. Administration and advertising.

The portfolio of 118 units is currently managed by one Tenancy Manager. Within the sector anything between 100- 200 units per tenancy management is common practice depending on the complexity of the tenants needs. Inspections should be carried out at least 6 monthly, although some organisations carry these out quarterly to ensure they meet their requirements under their insurance policies. Asset conditions surveys are carried out by SPM assets.

FIGURE 5: MAP OF EXISTING PHU SITES IN KĀPITI (TPG, GIS 2023)



7 Overview of the Current Service Provision

Tenancy Management

Council tenancy management processes includes the following:

- Collection and screening of new applications (interview, credit checks, reference checks, Ministry of Justice checks).
- Evaluation of an applicant's eligibility, and needs, and prioritisation, and placement into appropriate units considering the Council's Older Persons' Housing Policy (the Policy).
- Signing of tenancy agreements, bond lodgement and refunds and documentation to meet the Policy and the Residential Tenancies Act.
- Support the Council's finance team in the collection of rent, arrears management and implementation of rental increases.
- End of tenancy processing including inspections of each unit, bond refunds, arranging maintenance, cleaning, smoke alarm monitoring.
- Inspections of each unit and provide written reports on condition to provide data for on-going capital improvements and recommendations regarding maintenance and to meet insurance requirements.
- To provide reporting to the Council on number of applications, tenant details, occupancy figures, complaints, maintenance, and upgrade requests.
- Maintain key security, new cutting as required, change locks as required.
- Management of breach of tenancy process from issuing breach notification to representation at tribunal hearings and mediation.
- Maintain database of tenants, next of kin, contact details and related tenancy information.
- Details of requirements will be agreed with the Council to meet the Council's Public Records Act Requirements.

Council resources a Tenant Liaison to conduct resident welfare checks on a cyclical and pre-request basis and liaise with the Tenancy Manager as required, escalating health and wellbeing issues as appropriate. This role is resourced for 25 hours per month.

Housing Policy (1993)

Council's Housing Policy which was adopted in April 1994 provides eligibility criteria and an overview of points assessment for allocating the units. The policy is outdated and has not been revised since it was drafted in December 1993. The policy states that housing will be provided to those who are able to live independently, however over time units have been modified to support those require more accessible housing options. The policy should be reviewed and updated to reflect the current management of the Older Persons Housing Portfolio.

Performance Measures

The portfolio needs to meet Council's performance measures as set out in the Council's Long-term Plan 2021-2041. To contribute to community outcomes, rents for older persons housing are fair and reasonable, the service and facilities are of a good standard, and high occupancy rates are maintained.

TABLE 7: PERFORMANCE MEASURES FOR THE OLDER PERSONS HOUSING PORTFOLIO, LTP 2021-2041

Performance measure	Target
Occupancy rate of the total number of units available for older persons	97%
Tenants of housing for older persons who rate services as good value for money	85%
Tenants of housing for older persons who are satisfied with services and facilities	85%

Based on the information provided, overall, it appears that the 118 Older Persons Housing Units have been proactively managed by Council with regular repairs and maintenance, good tenant satisfaction and high occupancy rates.

It should be noted that units which are currently being refurbished are not included in the data for occupancy rates. The Council spends between 8-12 weeks refurbishing each unit, timeframes depend on a range of factors such as location, the demand for the location, and if the tenant is being located to a decant unit for the duration of the refurbishment. The Council plans to complete 10 refurbishments per year however have completed 14 over the past 12 months.

7 Overview of the Current Service Provision

Housing surveys

Tenant surveys are conducted annually by Council and measure several key metrics including overall tenant satisfaction with the units. Council asks questions across the following areas to gauge tenants' satisfaction with affordability, condition of the units, as well as satisfaction with the level of service received from Council and contractors:

Tenant satisfaction:

1. Unit affordability
2. Maintenance
3. Unit exterior
4. Security and safety
5. Unit interior
6. Council staff
7. Service improvements

We would suggest Council includes questions around the warmth of units, and accessibility for further insight in these areas.

Tenants can respond with satisfied, not satisfied, or neutral, and can provide feedback throughout the survey. The results of the above measures are mixed, however generally the results are above or well above 85%. Overall satisfaction levels for 2021/22 were 90% with 8% neutral. Therefore, most tenants are satisfied with the individual metrics above.

The most recent survey from 2021/2022 was completed by tenants in 50 of the 118 units, representing 42% of the portfolio. This participation rate was a notable decrease from the previous year where 80 (or 68%) tenants participated.

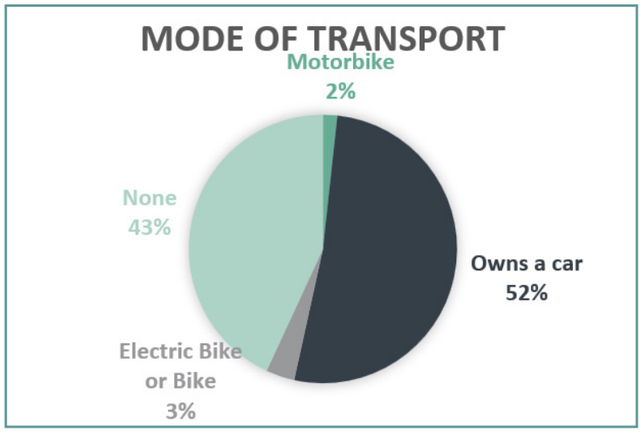
Tenant profile

Council staff gather information on current tenants to understand data around ethnicity, age, gender, mobility aid requirements, and mode of transport. Data currently held by Council is summarised below:

Ethnicity	• Māori – 20.56% • Other – 79.44% The number of Māori residents residing in Ōtaki is higher than the rest of the district.
Age	The age of current tenant's ranges from 65 to 92 years with the average age being 74. Applicants on the wait list range from 65 to 90 years of age.
Mobility aids required	Across the portfolio a reasonably low proportion of occupants require mobility support. Four tenants have mobility scooters and eight with have walking sticks and/or frames. This low proportion is likely due to the design of the units, and tenants need to be able bodied. There are currently no units within the portfolio that would be deemed accessible.

Mode of transport

The below graph shows the proportion of tenants who own a car, motorbike, bike/electric bike or have no mode of transport. With such a high percentage of current tenants having no mode of transport, this highlights the need for Older Persons Housing Units to be in locations within close proximity to public transport.



Services provided and eligibility

Tenants who live in an Older Persons Housing Unit are charged affordable rent, retain their independence, and benefit from Council taking care of major upkeep like maintaining the buildings and grounds, any urgent repairs that are required, and building upgrades.

Council also covers rates, water rates and building insurance.

Council provides limited wraparound services to tenants. Through the Tenant Liaison, Council refers tenants to external parties through pamphlets or information from Age Concern and the other various support services available in Kāpiti. Through the Tenant Liaison role and regular contact with tenants, where external agency support is required, a referral to the GP enables assessment of needs for additional support. Council have established relationships with Emerge Aotearoa, Wesley Community Action, Whaioro Trust, and Asthma Wellington whom all currently support a number of tenants.

In comparison, registered CHPs provide wraparound services that generally exceed tenancy management. These include supporting the social and health needs of tenants within their homes, and building referral relationships and partnering with local service providers. These support services are sometimes provided by CHPs wraparound support staff, who identity the requirements of each tenant.

To be eligible for a Council Older Persons Housing Unit, applicants must meet the below criteria, including:

- Aged 65 or over and retired from fulltime work.
- Have a current community service card.
- Have limited financial assets- $44,245 for a single person or $52,434 for a couple (excludes car, furniture, and personal effects).
- Able to live independently.
- Not in regular paid employment.

7 Overview of the Current Service Provision

Rental and occupancy

Rental

Rent is set at an affordable rent for tenants is no more than 30% of their total income (Superannuation and Accommodation Supplement). The methodology for rent setting is a combination of superannuation and the consumer price index (CPI). Calculations are prepared as part of the Fees and Charges schedule. Rental increases are limited to one review per year as per the legislation under the Residential Tenancies Act 1986. Bond is set at two weeks' rent and two weeks rent is due in advance, at the start of the tenancy.

Rent covers rental of the unit and water charges, as well as grounds care, and cladding and guttering cleaning. The tenant is responsible for telephone and power charges.

Tenants are responsible for keeping their units clean and tidy, and looking after their own garden next to their unit. Council contractors maintain the units and grounds.

The rental charges for the portfolio were reviewed as of 1 July 2023 with the weekly rent for singles being $181 and couples being $263.

Occupancy

Occupancy for the portfolio has consistently been between 98-99% of the available units for the last 4 years, which meets Council's key performance measures for the portfolio. However, this does not include units currently under refurbishment.

TABLE 8: OCCUPANCY RATES OR OPHU, 2019-2022

2019	2020	2021	2022
99.3%	98.8%	99.4%	98.5%

Council holds an application register of people interested in the older persons housing units. The wait list is not a sequential list where the first on the list is the first to be offered a unit. The Housing for Older Persons Policy (1993) sets out the weighted criteria which tenants are assessed against when Council allocates its units to tenants when the units become vacant.

The criteria includes:

1. Existing accommodation
2. Location
3. Length of time on the application register
4. Health status
5. Discretionary points.

The demand for the units based on enquiries received with Council is for units outside Ōtaki, however local hapū haves advised there is need for more kaumatua housing within Ōtaki to meet current and future demand.

As of June 2023, the application register had 63 applicants. The number of applicants on the application register has increased year on year, over the last three years.

TABLE 9: TOTAL NUMBER OF APPLICANTS ON OPHU APPLICATION REGISTER

Total Registered Applicants	2021	2022	2023
	55	57	**63**

The application register is not however a true reflection of current demand for older persons housing. Many enquiries don't result in formal applications due to long wait times for the units and, many people have immediate or short-term need for housing.

TABLE 10: SUMMARY OF APPLICATION DATA

Application Summary	2021	2022	2023
Total housing enquiries	120	98	**106**
Application forms provided	67	72	**69**
Completed application forms received	34	11	**13**
Ineligible housing enquiries	39	24	**37**
Approved applicants who will consider Ōtaki	19	19	**16**

Property condition

Council has taken a proactive approach to the management of the portfolio with the most recent asset management inspections carried out in May 2023. The asset management plans note that the properties are generally in good to very good condition.

External condition

Council has provided the latest external property condition reports for the various units. The inspections assess the following attributes:

- Are there signs of asbestos
- Are trees causing a hazard
- Are large gas bottles well secured
- Do all building elements/features appear structurally sound
- Do chimneys appear structurally sound
- Are grounds free from rubbish and debris
- Is the roof free from cracked/loose roof tiles
- Is the house number clearly labeled
- Is car parking well defined
- Is storm water discharging into wastewater network
- Are paths free from trip hazards
- Do decks appear structurally sound
- Are there handrails
- Can all external doors be locked
- Have the windows got effective latches
- Is there adequate outdoor lighting near the entrance ways
- The jobs required because of this inspection

7 Overview of the Current Service Provision

The external inspection notes record the general external condition of the buildings in the general comments section, and it appears that any repairs and maintenance is proactively managed.

Internal condition

Council has provided the latest internal condition reports from May 2023. The internal condition of the units appears to be proactively managed, with both minor and major repairs, and maintenance, being identified through annual internal property inspections and logged maintenance jobs. Council is in the process of upgrading all units to Healthy Homes standards by June 2024. Healthy Homes legislation requires compliance by June 2025.

Internal renewals

Council is currently working through a renewals programme for the entire portfolio. The scope of these renewals includes:

- Fully relining – new gib walls and ceiling
- New plumbing
- New electrical and fitting
- New bathroom/laundry fit out (new shower, vanity, WC, super tub).
- New kitchen fit out
- New carpet and vinyl throughout
- New paint throughout
- New oven
- New heat pump and insulation to meet Government Healthy Homes requirements

This is the standard scope, however where required Council will also replace doors and windows. The average cost of these upgrades has been $65,000 per unit which has been impacted by the cost of removing asbestos in some units.

Internal refurbishments have been undertaken by targeting units in the worst condition, and providing a decant unit (to relocate tenants to temporarily) while the poor condition unit is refurbished, as well as when a unit becomes vacant or through the "decant model" outlined in the Councils Older Persons Housing Management Plan. This is a targeted renewal programme enabling residents to be moved into a decant unit while their unit is being refurbished. At the time of this report seven units were currently undergoing refurbishment being refurbished with another one pending. Currently 84 of the 118 units have been refurbished.

Accessibility

It was widely reported through the housing needs assessment that there is a lack of homes that are accessible for people with disability/mobility challenges. Due to the lack of accessible housing options in Kāpiti, people are being forced out of communities where they want to live. We have identified through the review that the portfolio does not currently meet full accessibility requirements, meaning eligible older persons with a physical disabilities may not be able to access the portfolio. Council has provided some accessible features such as ramp access, wet showers and all units accommodate walkers. Some units accommodate wheelchair access due to be level entry and open plan. The Council should explore options to retrofit existing dwellings to improve their accessibility for people who are not able-bodied. All future developments should meet accessibility design standards.

Financial assessment

The following section provides a financial assessment of the portfolio's financial performance. Portfolio revenues, costs, valuation, and key findings are presented to inform various options that could be considered by Council to improve the financial performance of the portfolio.

Portfolio revenues

In accordance with Council's Long-term Plan 2021-41, rental income is to recover between 55-80% of the operating costs of the portfolio, and the rest is to be subsidised by ratepayer contributions. There is no requirement to profit from rental income. Council applies an affordable rent principle where the cost of rent is to be no more than 30% of a tenant's total income. Rents are reviewed annually using CPI and Superannuation figures.

Table 10 presents the rental income forecast for 2022/23 for each block of units against estimated market rent, to show the extent of the market subsidy Council provides to its tenants.

Kāpiti Valuations Ltd completed the last current market rent valuations for the portfolio in October 2020. The valuations provided market rents for original units and refurbished units at each location. To determine the current market rent at each village below we have:

- Calculated the number of units refurbished vs original in each location.

- Increased the total market rent per village by CPI.

This approach is conservative given (infometrics, 2023) reports the average rent for Kāpiti have increased from $432 to $538 (24.5%) over the last 3 years.

TABLE 11: CURRENT ANNUAL RENT VS MARKET RENT EQUIVALENT

Village	2022/23 Rent Forecast	Market Rent	
Kāinga Flats – 28 Aotaki Street	$220,000	$354,551	
Hadfield Court Flats – 25 Te Rauparaha Street	$140,000	$219,327	
Tahuna Flats – 1-7 Kirk Street	$155,000	$215,479	
Patterson Court – 32 Kirk Street	$108,000	$162,709	
Belvedere Flats – 12 Belvedere Avenue	$28,000	$52,770	
Oakley Court Flats – Eatwell Avenue	$173,000	$296,834	
Arnold Grove Flats – 19-27 Arnold Grove	$188,000	$327,616	
Repo Street Flats – Repo Street	$32,000	$70,086	
Te Ati Awa Flats – 18-20 Donovan Road	$38,000	$70,361	
Wipata Flats – 36 Wellington Road	$37,000	$ 72,559	
Other Rental Income (not recorded above)	$0	$0	**Difference**
Total Rent	**$1,119,000**	**$1,871,976**	**$752,976**
Average- rent per unit per week	**$182**	**$305**	**$123**

7 Overview of the Current Service Provision

The analysis on the previous page indicates that the opportunity cost of market rental foregone by Council to support the provision of affordable older persons' housing is approximately $752,976 or $123/week. This excludes expenditure, including the additional costs for Council staff to manage the portfolio.

If Council could access the IRRS for new Older Persons Housing Units, Council could receive market rent. In this scenario, tenants would contribute 25% of their income and MHUD would contribute the rest through the IRRS. Accessing IRRS may be actioned either through partnering/becoming a or continuing to lobby central government, alongside other councils.

Subject to the on-going sustainability of the current method of delivering older persons housing, there may be an opportunity to review the rent setting to an alternative method such as a higher percentage of market rent. Whilst this would mean that rent is more expensive for tenants, it would mean the portfolio may be able to self-fund.

Property valuations

Table 12 presents the current land and improvement rating valuations for the portfolio. The portfolio's current rating valuation is at $12,140.00 including GST, if any.

TABLE 12: LAND AND IMPROVEMENTS RATING VALUATIONS (SOURCE, KCDC 2023)

Site	Land	Improvements	Capital Value
Arnold Grove	1,190,000	530,000	1,720,000
Belvedere Flats	400,000	220,000	620,000
Hadfield Court Flats	615,000	705,000	1,320,000
Kāinga Flats	515,000	1,175,000	1,690,000
Oakley Court Flats	1,210,000	830,000	2,040,000
Paterson Court Flats	385,000	685,000	1,070,000
Repo Street Flats	280,000	400,000	680,000
Tahuna Flats	825,000	615,000	1,440,000
Te Ati Awa Flats	395,000	305,000	700,000
Wipata Flats	560,000	300,000	860,000
Total	**$6,375,000**	**$5,765,000**	**$12,140,000**

Financial Performance

The following Table 12 both summarises, and estimates, the financial performance of the portfolio from 2020 – 2026. The figures in the table take account of rental income, operating expenditure, capital expenditure, interest and depreciation to determine whether the portfolio is generating a surplus or deficit. It outlines the Older Persons Housing surplus / deficit after operating expenses, capital expenditure, interest and depreciation, as provided by Council. It does not take into consideration any repayment of Council debt.

TABLE 13: PORTFOLIO FINANCIAL PERFORMANCE (SOURCE, KCDC 2023)

Year	Income	Operating Expenses	Net income	Depreciation & Interest	Funded through rent	Funded through rates base	(Surplus/ deficit)	Capital Expenditure
2020/21	702,340	844,248	-141,908	411,737	56%	44%	-553,644	939,308
2021/22	871,318	781,887	89,432	506,888	68%	32%	-417,456	970,523
2022/23	974,208	717,910	256,297	572,086	76%	24%	-315,789	1,824,841
2023/24	1,061,208	943,780	117,428	722,743	64%	36%	-605,315	1,243,975
2024/25	1,094,101	1,025,521	68,580	881,313	57%	43%	-812,733	2,160,708
2025/26	1,113,795	1,089,722	24,073	1,057,089	52%	48%	-1,033,016	1,798,534

The above analysis indicates that, whilst the rental income is covering operating expenses (from 2021/22 onwards), when other costs are included, the portfolio has generated a year-on-year deficit. Council has also provided three years of actuals and forecasts for the next three years.

As noted on page 9 of this report, The Long-term Plan 2021-41 outlines Council's revenue and financing policy. The funding targets for 2021-2041 are for the portfolio to be between 20-45% Public (Rates) funded and 55-80% Private (fees and user chargers and other income) based on the proportion of operating expenditure. The portfolio is meeting the targets set out in the Long-term Plan regarding the ratio of rental vs rates funding as other costs are not currently not included in the measure. Going forward we suggest that capital expenditure is included as this represents the true cost of running the portfolio. The above table shows the percentage of funding through rent and rates if other costs were included in the calculation.

Council needs to investigate other delivery models as the current model is dependent on rates and any opportunity to decrease the reliance on rates should be explored. The portfolio is not financially sustainable and requires an investment from ratepayers on an annual basis to deliver the service. To expand the portfolio further, additional funding which under the current operating model would increase reliance on rates funding.

8 Stakeholder Engagement

Overview of stakeholder engagement

A key part of this review involved engaging with those stakeholders involved in housing provision within the district, as well as those who represent the target cohort. Through a mix of one-on-one interviews, a workshop and tenant surveys, TPG gathered information about how the current approach to housing is working, key challenges for housing within the district, as well as gathering important information into how Council can improve its future service and housing offering.

Stakeholder engagement included the following:

- One on one meetings with the following Government agencies online via Teams:
  - The Ministry for Housing and Urban Development (MHUD)
  - The Ministry for Social Development (MSD)
  - Kāinga Ora
- Meetings with the following Community Housing Providers, Property Managers and Housing Navigators online via Teams:
  - The Salvation Army
  - Dwell Housing Trust
  - Jade Property Management
  - Kāpiti Impact Trust
- A workshop held with older person housing interest groups, which included representatives from:
  - Age Concern
  - Older Persons Council
  - Grey Power
  - Greater Wellington Neighbourhood Support
- A survey sent to tenants of Council's older persons housing

The Council is arranging engagement with iwi directly.

Summary of stakeholder roles

Based on the information gathered at stakeholder interviews, the following is a summary of how other Government agencies and housing providers are involved across the district.

TABLE 14: SUMMARY OF STAKEHOLDERS INVOLVEMENT IN THE DISTRICT

Stakeholder	Current role in the district
MHUD	MHUD is providing input into the Regional Growth Framework which plans for the district's future housing needs. At an operational level, MHUD is working to develop land with Māori in Ōtaki and Raumati South, and with Kāinga Ora in Raumati. MHUD's 'Build Ready' programme is funding the development of 1–2-bedroom homes in Waikanae. MHUD is also working with Council on several sites across the district. MHUD also provides funding to CHPs for social public housing. There is limited CHP presence in Kāpiti but matching a site with a CHP is challenging. MHUD funds the IRRS only for new supply of public housing.
MSD	MSD's role is to support people to secure housing, rather than in supporting housing supply. MSD assesses people's housing needs, maintains the national Housing Register, and matches them with emergency or public housing. MSD also provides financial subsidies for eligible people and has its own housing navigators to support people secure housing.
Kāinga Ora	Kāinga Ora owns 216 houses in the Kāpiti District. Historically there has been a low supply of houses in Kāpiti and there is currently a limited pipeline due to other priority areas. Kāinga Ora are building some offsite manufactured (OSM) homes in the district, but these are for families and not older people.
Salvation Army	The Salvation Army (TSA) has one store in the district and has observed an increase in the number of people using this service, along with an increase in use of their foodbank. TSA has 18 one-bedroom social houses for people aged 55+ on Bluegum Crescent in Paraparaumu. Tenants are accommodated until they move into hospital or end of life care. There are currently eight people on the application register. There are 12 transitional houses of which TSA owns one and leases the other 11. TSA has a registered CHP called Salvation Army Social Housing (SASH) and provides wraparound services to tenants. There is higher priority elsewhere for new housing supply e.g., SASH is providing new houses in Levin.
Dwell Housing	Most of Dwell's portfolio is in Wellington. Dwell directly manages its portfolio and homes on behalf of Wellington City Council and Whenua Trust. Dwell doesn't provide wraparound services but has strong relationships with service providers that do. In Kāpiti, Dwell has one five-bedroom home for individuals with special needs. Dwell has been working with developers to try and establish themselves in the district for a couple of years but that's yet to eventuate. It is challenging for Dwell to deliver public housing without upfront capital. Dwell is currently working with Council, who has been proactive, to establish more presence in the district. They are also working with a developer in the district to support a 35-unit social housing development. Dwell will then acquire some units upon completion and lease the remaining ones.
Kāpiti Impact Trust - Kāpiti Rapid Rehousing Advocate	The Kāpiti Rapid Rehousing Advocate (KRRA) helps people navigate the process to access transitional housing through MSD. KRRA advocates for people who are declined through the MSD application process and focuses on people with drug, alcohol, and mental health issues. KRRA works to support people for around 4-6 weeks, sometimes longer, and facilitates the wraparound support services people need. KRRA works closely with Council to support 'rough sleepers' to access boarding houses. KRRA's role is part-funded by Council until the end of 2023. Referrals to KRRA come from Council's older persons housing manager. The KRRA views the OPH allocation process to be unclear and not based on need, and needing to change.

8 Stakeholder Engagement

The housing need from the perspective of Government stakeholders

The following section provides a summary of the key points that were raised through interviews with Government stakeholders.

An unmet need for affordable housing for older persons

It was widely acknowledged across the stakeholders interviewed that the Kāpiti Housing Strategy provides a good basis for understanding the real need for housing in the district, which is seen as affluent, but has an unmet need for older persons housing. Anecdotally, it was observed that the current tenant profiles of supported housing and the waiting list for public housing included an over representation of older persons.

Limited information available to confirm the demand

Stakeholders noted that there is limited information to confirm the need for older persons housing in Kāpiti which has created a perception that there is limited demand. Stakeholder perceived there is hidden demand for housing from retirees with marginal incomes or few assets to support them.

The housing register does not adequately reflect the need

One issue identified was that the MHUD Public Housing Plan prioritises other areas in the country because of demand placed on the housing register, but housing affordability in Kāpiti is poor and this has a significant impact on older people on fixed incomes (e.g., superannuates), especially those renting. One observation that stakeholders made was that older people in the district were not actively using the housing register because there is a perception that there are limited places available in the district, and by default people are being 'pushed' out of the district to find affordable housing options. This means that the housing register is not a true reflection of the actual demand.

Limited diversity in the social housing portfolio

It was noted that the current tenant profile of the district's portfolio is mostly NZ European with limited diversity. One issue identified was that social housing available in the district was not adequately providing for the diversity of housing needs. For example, consideration should be given to intergenerational housing options to support Pasifika families.

A need for smaller housing typologies and diversity in the housing stock

Kāinga Ora explained that 1–2-bedroom homes are required in the district to meet demand but delivering 1-bedroom homes has been a challenge due to the feasibility of construction and restrictive district Plan provisions. It was noted that feasibility becomes challenging for housing development that includes lifts and providing for accessibility. Building 2–3-bedroom homes is currently more viable.

The housing need from the perspective of community housing providers

There is increasing demand for social public housing for older persons

All stakeholders interviewed have observed an increase in demand for housing that is suitable for older persons. For example, the Salvation Army has received 78 requests for accommodation this year and 14 of those are over 55 years of age this year. There's been an increase in the last six months of people 55+ years struggling to access housing.

Current social public housing stock is not suitable

It was noted that there is more demand for smaller housing typologies in the district, but the current portfolio isn't fit for purpose for older persons. It was observed that due to high demand elsewhere and prioritising spend, there is no action being taken to make the current stock fit for purpose.

There is an affordability issue in the district

Dwell noted the perception that Kāpiti is a destination area for retirees and is potentially seen as more affordable than other areas in the region. However, Dwell made the point that there are people over the age of 65 having to continue to work to afford rent.

It's challenging for older people to afford a 1-bedroom home in the district because rents are high. There are stories of older people living in vans.

There are two boarding houses in the district that cost between $250-300 per room with shared facilities. The CHPs sector does not believe this is a good situation or providing value for money for older people.

8 Stakeholder Engagement

Community workshop

The purposes of the community workshop were to:

- Understand the current challenges for housing for older people that should be addressed in the management of the portfolio; and
- Understand from the participants' perspectives, what the key criteria are that should be used to assess the performance of the portfolio.

The participants were engaged and willing to be part of the review process and it is recommended that Council continues to work with participants throughout delivery of future improvements to the portfolio. A summary of the outcomes of the workshop is provided below.

Current challenges to be addressed within the portfolio.

Workshop participants identified the following key issues with the portfolio and how it's managed.

TABLE 15: SUMMARY OF ISSUES IDENTIFIED IN THE WORKSHOP WITH THE CURRENT PROVISION OF PUBLIC HOUSING

Issue identified	Summary
Quality of housing could be improved	It was noted that whilst the quality of upgrades under the healthy homes programme has improved the standard of units in the portfolio, they do not compare to the quality of new builds. Ensuring the portfolio is accessible was noted as highly important. Oakley Court was identified as a good example of well-designed housing with gardens and neighbourhood support.
Insufficiency of supply	There is a lack of retirement living and if people can't support themselves, they're transferred to hospital. 'Age in place' is a better outcome as services come to people's home. Older people aren't applying for social public housing / housing register because there is a lack of supply available in the district. There is insufficient older persons housing provided by Council.
Housing security is important	The insecurity of tenure is a stressor for older people.
Higher level of amenity should be considered.	People are living longer so units need to enable and provide for the housing requirements associated with aging. This includes: • Safe open space with seating, for example • Mix of housing and amenities to create community that helps with social connection. • Seniors may start as a couple, but over time become single. • Provision for walkable areas and seating. • Good access to transport. • Close proximity to health centres, shops and services. • Pets allowed. • Single-level housing with a second bedroom for visitors.
Increased diversity in the housing stock	Within the portfolio it would be good to increases the different housing house choice available to meet the changing needs as people age. For example, seniors may start as a couple but over time become single. Mix of housing and amenities to create community that helps with social connection.
Transparency of the application process	There is a lack of understanding about how to enrol on both the Council and MSD housing registers. There is limited assistance for tenants who transition from self-supporting to more assisted living and living and accessing services. A 'roadmap' is needed.

Prioritising the review criteria

To support the review of the current portfolio the participants at the workshop worked together to identify key criteria that should be considered when reviewing the portfolio. The criteria are summarised below.

TABLE 16: SUMMARY OF KEY CRITERIA FROM WORKSHOP

Main Criteria	Sub Criteria
How does the portfolio ensure security of housing tenure?	• Enable 'age in place'. • Houses won't be sold. • Physically safe. • Healthy home to live in.
Diversity in housing and typology.	• Not intergenerational. • Consider a mixed model. • More than two beds required. • Green space and community gardens needed. • Central community space that's flexible and can be used for wraparound services. • Need to be resilient.
Proximity to services.	• Close to shops and amenities. • Public transport. • Medical centres. • Walkable.
Design and accessibility.	• Universal design. • Handrails. • Steps need to be usable for elderly.
Quality.	• Build to current standards / code (e.g., showers are critical). • Flexible housing to accommodate carer or family member staying over overnight. • Accessible housing and bathrooms.
Support services.	• Confirm the role of Council in providing support services and investigate alternative options e.g., CHP working with Council or linking with Government systems.
Community village.	• Mitigate antisocial behaviour. • Build a community. • Connected.

9 Evaluation of the feasibility to redevelop

Selection of a site to test

To understand the viability of increasing the portfolio size under the current model of operation, an assessment of the potential to redevelop one of the village sites was undertaken. This included preparation of a high level plan for its redevelopment and a financial assessment of the cost to redevelop along with the ongoing costs of operation against the increase in revenue potential.

To select a site suitable for redevelopment an evaluation of each village was undertaken against an agreed set of criteria. This evaluation is included at Appendix 1. TPG met with Council to discuss the outcome of the site-specific assessment and decide which of the 11 sites assessed (10 villages and the Planting Road Reserve) to investigation further for potential redevelopment. Although many sites provided good future redevelopment or infill opportunities, based on the outcome of the site evaluation process, it was agreed that the village located at 49 Aotaki Street, Ōtaki would be investigated further. Council requested that this site be looked at alongside the neighbouring property owned by Kāinga Ora at 45-47 Aotaki Street, Ōtaki which has been identified by Kāinga Ora as a site for redevelopment.

FIGURE 6: 45-49 AOTAKI STREET, ŌTAKI – COUNCIL & KĀINGA ORA SITES

RMA Planning Review

A high-level RMA planning review was undertaken to identify the key planning considerations for the development of the land at 45-47 and 49 Aotaki Street, Ōtaki. The advice has been prepared following a review of both the Operative Kāpiti Coast District Plan 2021 and Proposed Plan Change 2 (PC2) (Intensification Planning Instrument).

The proposed older persons housing development within the General Residential Zone will require resource consent due to exceeding anticipated housing density. Despite this, at a high level the development of the site can be designed to align with the planned built form, utilising land efficiently, and maintaining amenity values. The location and surrounding environment of the site, along with its compatibility with the residential area, make the older persons housing supportable in planning terms. Notably, any residential development, including rest homes and retirement accommodation, will require Discretionary Activity resource consent due to its likely density and scale. Additionally, subdivision and the construction of any residential buildings on the site will trigger the need for resource consent under the flood hazard rules.

9 Evaluation of the feasibility to redevelop

Assessment of potential capacity

Based on the advice received from the RMA planning review and input from Council around building specifications, the below bulk and location plans have been completed. When designing the site layout, we have considered the best overall layout across the two sites being 45-47 Aotaki Street (owned by Kāinga Ora) and 49 Aotaki Street (owned by Council).

Initial plans by Kāinga Ora were reviewed to understand the proposed yield and typologies planned for 45-47 Aotaki Street. Similar two-bedroom two storey townhouse units have been relocated within the site and are the red units shown on the plans. Consideration has been given to ensuring the best yield and site layout is achieved for the site, greenspace is maximised, and that the dwellings meet Council's and Kāinga Ora's design requirements.

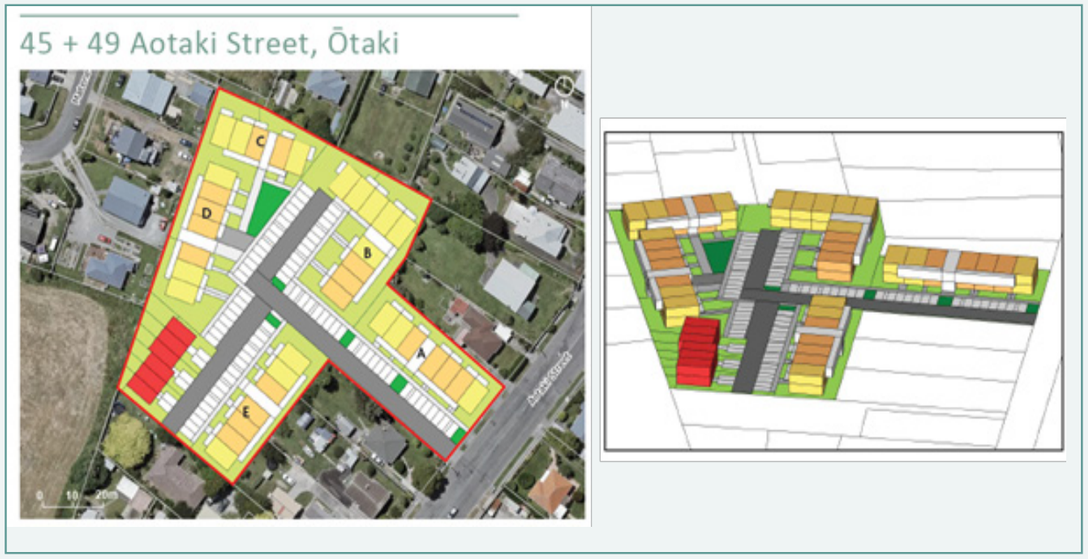
The Council units have been designed in blocks which gives Council the opportunity to stage the redevelopment with downstairs units being accessible and the level 1 being walk up.

Budget Estimate & Preliminary Feasibility

A development budget estimate and preliminary feasibility assessment were completed for the bulk and location plan.

The feasibility assessment indicated that the proposed bulk and location plan is not feasible under the current market conditions. This is primarily due to relatively high construction costs in relation to values and lower revenues that are associated with the discounted affordable rentals charged by Council. Council would need to dedicate the funds required to both undertake redevelopment as well as the ongoing cost to Council to subsidize rents and manage the increased portfolio. The assessment of how the portfolio would perform under other operating models will be addressed in the following Stage 2 report.

FIGURE 7: 45-49 AOTAKI STREET, ŌTAKI – PROPOSED SITE LAYOUT PLAN



10 Conclusions

Does the portfolio currently support those most in need?

Providing for people aged 65 and over is considered an appropriate cohort to support for the following reasons.

- There is an increasing need to provide more affordable housing for an aging population in the district. There is a gap in support for those no longer working, with limited financial means, who are not eligible for Government assisted residential care. This is creating a challenge for the ability to age in place.
- The portfolio is the only housing in the district that is focused on meeting the needs of older people. The eligibility criteria for housing provided by Kāinga Ora and other CHPs is not targeted solely at older people and the housing provided by others is not focused on their needs.
- People aged over 65 are currently overrepresented in existing social housing tenancies and on the various wait lists and it is anticipated the demand is higher than reported.
- Increasing the portfolio will not only support this age group but will also take the pressure off the housing register for others in need of other social housing.

Is the current operating model set up to support growth?

Whilst there are many sites within the portfolio that could be considered for redevelopment or infill to increase the portfolio, the assessment undertaken has identified that the cost to develop the site would significantly outweigh the revenue that could be recouped through rents. Council would need to dedicate the funds required to both undertake redevelopment as well as plan for the ongoing cost to Council to subsidise rents and manage the increased portfolio.

In addition this review has identified that the portfolio is currently not self-funding and has a heavy reliance on rate payer funding. This is evidenced by the portfolio's operational year-on-year loss across the last five years. We estimate that Council is renting each of its units for $123 less per week than what could be charged for the same properties on the open market. On this basis, Council is forecast to forego a total of $752,976 in the 22/22 financial year. Growing the portfolio would increase the ongoing burden on rates based funding.

Other models of managing the portfolio, could allow Council to access additional funding to support the financial sustainability of the portfolio and the reliance on rate based funding.

Next steps

To meet Council's objectives for growing the current portfolio and to ensure sustainability of the housing portfolio into the future, it is recommended that Council considers a change in operating model to both improve the financial performance of the portfolio and enable its growth. Based on current policy settings, changing the operating model requires a commitment to consider working alongside or supporting the establishment of a CHP and undertaking redevelopment of the portfolio to increase overall provision.

Stage 2 of this assessment will consider alternative operating models for the portfolio and assess how they would improve the financial sustainability of the portfolio and ensure it is set up to support growth. The second stage of the review will further build on work completed in this report and investigate future operating model options in more detail. This will include a financial and qualitative analysis of alternative delivery models against retaining the status quo.

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Appendix 1 - Site Evaluations

Appendix 1 - Site Evaluations

1.1 Site Evaluation Criteria

Site evaluation criteria was developed to determine which sites within the Council's 10 older persons' housing villages across the district are the most suitable for redevelopment. Establishing the quantitative and qualitative criteria was completed by considering both best practices and incorporating feedback provided from stakeholders engaged throughout the review process. Each criterion is weighted based on its importance when determining the best village for redevelopment. Once developed, the criteria were agreed with Council staff before assessing the sites against the criteria. At Council's request, Planting Road Reserve (located on the corner of Awatea Ave and Lambert Way) was also included in the assessment alongside the 10 villages as this site was presented to the SLT in 2021 as a potential older persons' housing site.

The table provides an overview of the evaluation criteria and associated weighting.

TABLE 17: OLDER PERSONS' HOUSING VILLAGES- SITE EVALUATION CRITERIA

Ranking	Criteria	Sub Criteria	Description	Weighting
1	Proximity and access to amenity and services	• Is the site within 400m to shops and medical centres (current and proposed)? • Is access to the site free of impediments that can't be addressed? • Is the site within 200m of public transport? • Is the site within 500m to parks and walkways and access to local amenity safe, i.e., condition of footpaths, bench seats for rests, street lighting, street crossings? • Does the site provide residents the opportunity to feel connected to the community and provide a good outlook?	Close to local amenities i.e., walking distance to shops, medical centres, public transport, parks, and walkways.	20%
2	Site resilience	• Is the site on a flood plain or within a tsunami evacuation area? • Are there any geotechnical issues with the site? • Is the site on a fault line? • Are there any hazards across or near the site?.	Consider if the site is in a flood plain or tsunami evacuation area, a fault line, or if there are any geotech/hazards identified through the desktop assessment using the mapping tool. Water inundation issues will be critical for Ōtaki. Tsunami Pass/Fail Criteria where the risk cannot be mitigated. Climate change considerations should be considered. Risk profile e.g.: Ōtaki is at high risk- development would need to accept a higher degree of risk.	20%
3	Zoning	Does the current and/or proposed zoning allow for increased density on the site?	Sites which can achieve a higher density in the permitted base line will score higher. Plan Change 2 implications will be considered.	15%
4	Developability - site contours	• Does the site have suitable contours for development?, Sites with contours over 10% will score lower. • Is access from the road up/onto the site safe and easy?. • Is vehicle access onto the site safe and well designed (i.e., away from corners/busy roads)?.	Is access to the site and the site itself flat and a suitable contour for older person housing. i.e., If contours are above 5-10% it becomes more costly to develop and less accessible for elderly tenants.	15%
5	Developability – site capacity	• Is the site a good size for development? • Is there capacity to further develop the site without removing existing units? • Is the site's shape and access desirable for development? • Is there an opportunity to acquire neighbouring sites/ work with partners with larger development projects (e.g., CHPs or Govt)?	Is the size and shape of the site suitable for development. Consider surrounding sites with opportunities or adjoining sites with reverse sensitivity issues. E.g.: wastewater treatment plant buffer zone. Note the importance to consider the balance between a connected and vibrant site vs retaining privacy with the units. Perhaps something to consider in the design options for the site.	15%
6	Developability – infrastructure	Does current and/or planned infrastructure to the site support further development.	Is the site currently, or planned to be, connected to public mains infrastructure?	5%
7	Location	Is the site in an area where there is a high demand for affordable housing for the older person cohort?	Ensuring that future development is in geographical locations which line up with current and projected demand for the 65+ population in need of affordable rental accommodation.	10%
8	Condition of current dwellings	• What condition are the current units in?. • How much has been spent on upgrades/ forecasted to be spent?. • Does the internal & external layout/accessibility meet the needs of the cohort? Could Council retrofit with ease/in a financially viable way?.	Once a shortlist of sites is determined, consideration will then be given to the condition of the existing dwellings on that site. What is the recent and forecasted CAPEX for the units. Do the units meet current and future needs of the target cohort. I.e. does the layout/size work well, are they well designed internally to meet tenants needs and are dwellings set out well on site to provide both privacy to residents and opportunities to interact with other tenants?. Sites that are well designed with units in good condition would not be rated as highly for redevelopment.	

Appendix 1 - Site Evaluations

1.2 Site Evaluation Criteria

The below table provides a summary of each site's evaluation score against the site criteria above. The stage 1 criteria have an overall rating out of 100%. Stage 2 – condition of current dwellings was developed to assess which site took priority if the two sites with the highest scores were eventually weighted .

TABLE 18: SITE EVALUATION SUMMARY

KCDC Site Evaluation Criteria			Ōtaki				Waikanae	Paraparaumu					Paekākāriki
			Kainga Flats - 49 Aotaki Street	Hafield Flats - 25 Te Rauparaha	Tahuna Flats - 1-7 Kirk Street	Patterson Court - 32 Kirk Street	Belvedere Flats - 12 Belverdere Avenue	Oakley Court Flats - Eatwell Avenue	Arnold Grove Flats - 19-27 Arnold Grove	Repo Street Flats	Planting Road Reserve - Cnr Awatea Ave & Lambert Way	Te Ati Awa Flats - 18-20 Donovan Road	Wipata Flats - 36 Wellington Road
Ranking	*Criteria*	*Overall Weighting*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*	*Score*
Stage 1													
1	*Proximity and access to amenity and services*	**20%**	17.5%	7.5%	12.5%	12.5%	10%	7.5%	7.5%	12.5%	5%	7.5%	2.5%
2	*Site Resilience*	**20%**	10%	12.5%	10%	10%	10%	5%	2.5%	5%	20%	5%	5%
3	*Zoning*	**15%**	15%	15%	10%	10%	15%	15%	10%	15%	10%	10%	15%
4	*Developability - Site contours*	**15%**	15%	15%	15%	15%	15%	10%	15%	15%	10%	15%	10%
5	*Developability - Capacity of site for development*	**15%**	15%	12.5%	12.5%	13%	7.5%	15%	2.5%	7.5%	13%	2.5%	5%
6	*Developability - Infrastructure*	**5%**	5%	5%	5%	5%	5%	5%	5%	5%	5%	5%	2.5%
7	*Location*	**10%**	10%	10%	10%	10%	5%	5%	5%	5%	5%	5%	2.5%
Stage 2													
8	*Condition of current dwellings*	*Not weighted*											
		100%	**88%**	**78%**	**75%**	**75.5%**	**67.5%**	**62.5%**	**47.5%**	**65%**	**67.5%**	**50%**	**42.5%**

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Figure 1 Snapshot of 4 Pensioner Blocks

Asset Management Plan

Housing for Older Persons
Te Kaiwhakahaere Tiakitanga

Version No.	Date	Review Date
1	12 October 2023	October 2024

	Name
Author	Claire Winter
Reviewed by	Mike Mendonca, Kelvin Irvine
Approved for Issue by	Mike Mendonca

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1 About this Activity

1.1 Strategic alignment

Our vision for our community is a Kāpiti with a thriving environment, vibrant economy, and strong communities.

Toitū te whenua, toitū te wai, toitū te tāngata – toitū Kāpiti: the lifestyle choice.

Good housing provides shelter, safety and security and protection from the elements. Besides the basics it also provides a sense of belonging and connectedness. It is where we create memories, share meals with families and friends, record height measurements for our kids on the walls and celebrate milestones.

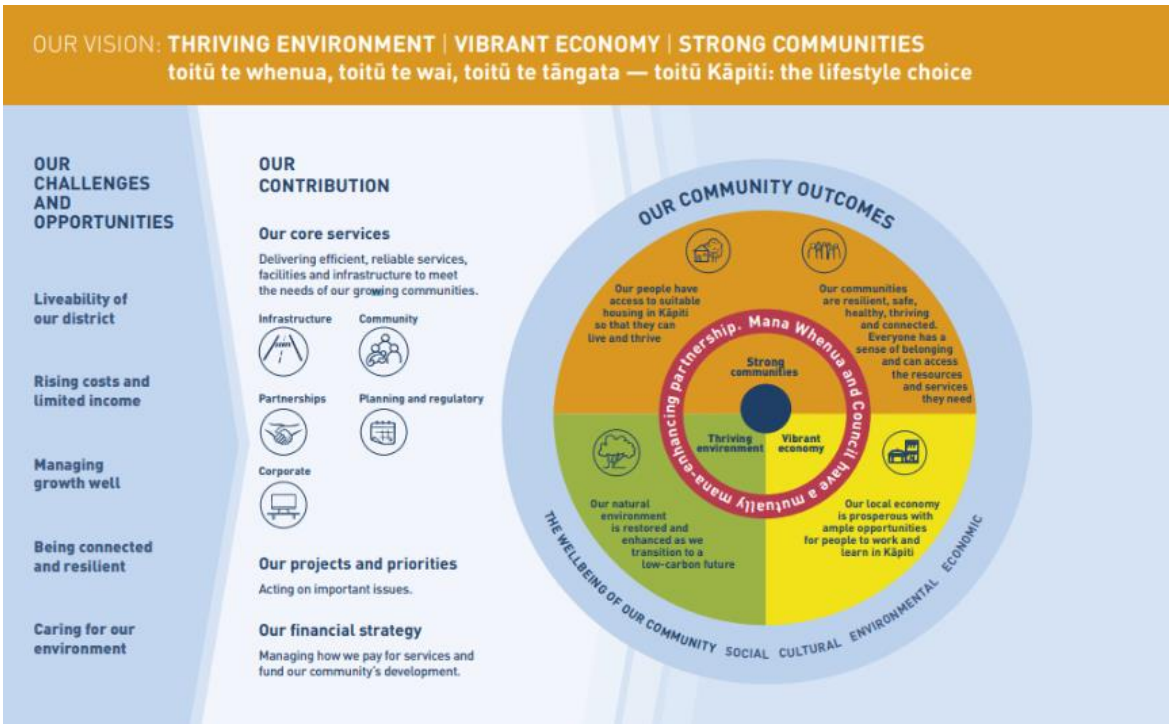
In a famous and much quoted decision from 1604, English Judge and Jurist Sir Edward Coke declared that "the house of everyone is to him as his castle and fortress as well for defence against injury and violence, as for his repose" which over the years has become simplified to "a person's home is their castle".

The Kāpiti Coast District Council Housing Strategy 2022 states:

In te ao Māori, 'home' can be a place of meaningful relationships, connections, and wellbeing, with ties to the concepts of whānau and whanaungatanga, whakapapa, whenua, wairua and kāinga. This drives the need for a more holistic, multidimensional understanding of 'home' as it relates to Māori, focused on the intrinsic connection between home and wellbeing. We are engaging in kōrero with iwi and Māori to better understand how we can contribute to this.

Improving access to housing was also included as one of five community outcomes for the 2021 Long-Term Plan, reflecting the seriousness of the issue and Council's commitment to taking a bigger role.

Figure 2 Council Vision



The vast majority of housing assets are in private ownership, but there is a small amount of publicly owned community housing. There are several community housing providers in the Wellington Region. Some of these are:

• The Salvation Army	• Kainga Ora	• City Housing
• Dwell	• Accessible Properties	• Ngati Toa
• Pathways	• Aro Mai	• Wellington City Mission
• Women's Refuges in Wellington	• Lighthouse	

The Kāpiti Coast District Council is just one provider, accommodating around 140 (check) people, or 0.2% of the population. In terms of impact in the community, being an accommodation provider is not currently a significant lever for the Council.

An objective of our District Plan[1] is to increase the amount of housing to meet the wellbeing needs to the District. This does not mean that the Council needs to own properties itself, however in the past the Council *has* invested in housing, and these assets are the focus of this AMP.

A review was commissioned in 2023 to test the Council's future role in provision of Pensioner Housing. The Council is working closely with tenants, community housing providers and special interest groups to consider its role in the ongoing provision of older persons accommodation. This includes reviewing the current asset and tenant management services to ensure services can best meet current and future needs and exploring opportunities to expand or diversify the current portfolio. This work may impact planning in the future, however in the meantime there is still a requirement to properly manage the existing portfolio.

Other Housing Assets

There are also eight houses in different locations of which Council has taken ownership for various reasons. For example, properties in Matatua Road were purchased for future storm water management projects. Others are original site manager's houses such as at Waikanae Water Treatment Plant and at the Paraparaumu Depot. Ownership of some of these houses is likely to be impacted by the Water Services Reform Programme.

These Assets are Homes

This plan refers to hard assets and is dispassionate about the performance and cost of the assets. This is appropriate and prudent for a Territorial Authority making investment decisions. However, Elected Members and Council officers who work in this field are critically aware that these assets are **home** for the occupants, and any discussion or decision must hold their needs paramount.

1.2 What we do

The Council currently owns and manages 118 Pensioner Units and 8 stand-alone houses. This AMP details information about the assets and their condition, risks, levels of service and what funds are required to cover a 30-year planning period.

1.3 How we fund it

Pensioner Housing is funded 20-45% by District-wide general rates and 55-80% by rental income.

Currently in the Long-Term Plan over the next 10 years there is provision for:

- Districtwide Housing renewals $15.5m
- Operating costs $21.2m

[1] https://www.Kāpiticoast.govt.nz/your-council/forms-documents/district-plan/operative-district-plan-2021/

Rent adjustments follow a formal process that is informed by criteria including adjustments to Superannuation and changes to occupants' financial situations. Annual adjustments are in line with the provisions of the Residential Tenancies Act.

2 Our assets

Council owns 118 pensioner housing units, and 8 houses with more detail provided in the tables below.

Wipata Flats - Paekākāriki

Recent works:
- All 4 units refurbished
- All roofing replaced

Future works:
- General renewals
- External painting 2029

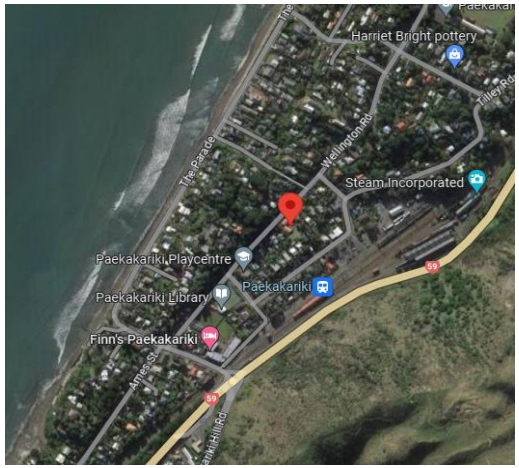
Location: Paekākāriki

Description: Wipata Flats was constructed in 1979 and is set on 1,404m2 of freehold land. The flats make up 238m2. There is a 140m2 driveway and 80m2 sealed pathway. The ratio of building to land is 17%.

Number of units:
There are 4 units on-site which are in blocks of 2 semi-detached units sharing a roof.

Condition: Very Good

Residents Feedback: In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and some general feedback indicating a need to improve the lawn mowing regularity.



Repo St Flats - Paraparaumu

Historical works:
- 3 units refurbished

Future works:
- Driveway repairs 2026

Location: Paraparaumu
Description: Repo St Flats were constructed in 1973 and is set on 1,358m2 of freehold land. The flats make up 283m2. There is a 250m2 driveway and 65m2 sealed pathway. The ratio of building to land is 18%.

Number of units:
There are 3 units on-site which are in 1 block of terraced units sharing a roof.

Condition: Moderate

Residents Feedback:

In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need to make repairs to the driveway.

Oakley Court Flats - Paraparaumu

Historical works:
- 13 units refurbished

Future works:
- Remaining flats refurbished
- Driveway repairs 2026
- Solar replacement
- Address drainage issues
- Improve external lighting

Location: Paraparaumu
Description: Oakley Court Flats were constructed in 1977 and is set on 5,212m2 of freehold land. The flats make up 1,042m2. There is a 562m2 driveway and 670m2 concrete paths and ramps. The ratio of building to land is 20%.

Number of units:
There are 18 units on-site which are in blocks of 2 semi-detached units sharing a roof

Condition: Moderate

Residents Feedback:
In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for improvements to security.

Arnold Grove Flats - Paraparaumu

Historical works:

- 16 units refurbished
- Roof renewals

Future works:

- Remaining flats refurbished
- Solar install
- Address drainage issues
- Improve external lighting

Location: Paraparaumu

Description: Arnold Grove Flats were constructed in 1983 and is set on 3,803m2 of freehold land. The flats make up 1,065m2. There is a 215m2 driveway and 350m2 concrete paths and ramps. The ratio of building to land is 28%.

Number of units:

There are 20 units on-site which are in blocks of 4 terraced units sharing a roof.

Condition: Moderate

Residents Feedback:

In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for improvements to security.

Te Ati Awa Flats - Paraparaumu

Historical works:
- All 4 units refurbished

Future works:
- Roof renewals
- Improve external lighting
- Solar install

Condition: Moderate

Location: Paraparaumu
Description: Te Ati Awa Flats were constructed in 1979 and is set on 775m2 of freehold land. The flats make up 256m2. There is a 115m2 of driveway and concrete paths. The ratio of building to land is 33%.

Number of units:
There are 4 units on-site which are in blocks of 2 semi-detached units sharing a roof.

Residents Feedback:
In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for improvements to security.

Belvedere Flats - Waikanae

Historical works:
- 2 units refurbished

Future works:
- Fencing renewals
- Refurbish 1 unit
- Driveway repairs
- Solar install

Location: Waikanae

Description: Belvedere Flats were constructed in 1980 and is set on 809m2 of freehold land. The flats make up 170m2. There is a 140m2 of driveway and 120m2 of concrete paths. The ratio of building to land is 21%.

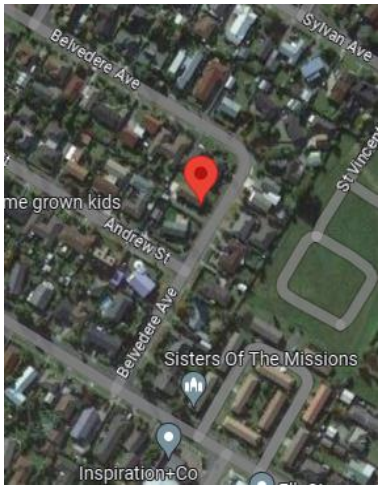
Number of units:

There are 3 units on-site which is one block of 3 terraced units sharing a roof.

Condition: Good

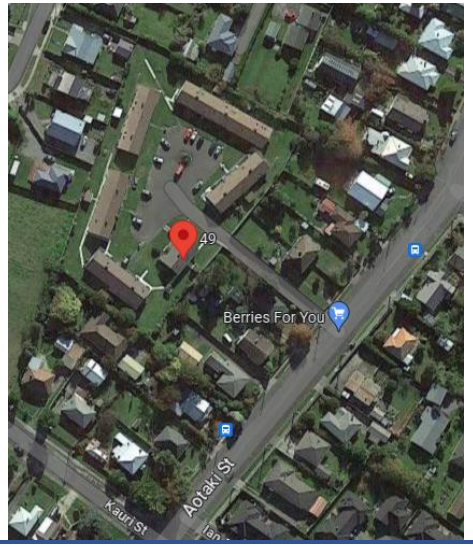
Residents Feedback:

In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for driveway repairs.



Kainga Flats - Ōtaki

Historical works: 16 units refurbished Roof Replacements **Future works:** Fencing renewals Driveway repairs Solar install External Lighting upgrade	**Location:** Ōtaki **Description:** Kainga Flats were constructed in 1967 and is set on 7,149m2 of freehold land. The flats make up 1501m2. There is a 1,631m2 of driveway and 870m2 of concrete paths. The ratio of building to land is 21%. **Number of units:** There are 24 units on-site which is made up of one block of 2 semi-detached units sharing a roof, 4 blocks of 4 terraced units and 1 block of 6 terraced units.
Condition: Moderate	**Residents Feedback:** In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for driveway repairs.



Hadfield Court Flats - Ōtaki

Historical works:
- 9 units refurbished

Future works:
- Fencing renewals
- Driveway repairs
- Roof Renewals
- Solar replacements

Location: Ōtaki
Description: Hadfield Court Flats were constructed in 1984 and is set on 5,297m2 of freehold land. The flats make up 954m2. There is a 1,000m2 of driveway and 175m2 of concrete paths. The ratio of building to land is 21%.

Number of units:
There are 15 units on-site which is made up of 3 blocks of 3 terraced units sharing a roof, 3 blocks of 2 semi-detached units terraced units.

Condition: Moderate

Residents Feedback:
In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for tree and shrub maintenance to ensure security is maintained and people cannot hide in those areas for nefarious reasons.

Tahuna Flats - Ōtaki

Historical works:
- 9 units refurbished

Future works:
- Fencing renewals
- Driveway repairs
- Tree trimming
- Solar install

Location: Ōtaki
Description: Tahuna Flats were constructed in 1958 and is set on 4,837m2 of freehold land. The flats make up 1113m2. There is a 290m2 of driveway and 360m2 of concrete paths/ramps. The ratio of building to land is 23%.

Number of units:
There are 16 units on-site which is made up of 2 blocks of 4 terraced units sharing a roof, 4 blocks of 2 semi-detached units terraced units.

Condition: Moderate

Residents Feedback:
In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for tree and shrub maintenance to ensure security is maintained

Paterson Court Flats - Ōtaki

Historical works:
- 8 units refurbished

Future works:
- Fencing renewals
- Driveway repairs
- Tree trimming
- Solar replacements
- External Lighting upgrade

Location: Ōtaki
Description: Paterson Flats were constructed in 1980 and is set on 3,404m2 of freehold land. The flats make up 647m2. There is a 988m2 of driveway and 456m2 of concrete paths/ramps. The ratio of building to land is 19%.

Number of units:
There are 11 units on-site which is made up of 4 blocks of 2 semi-detached units sharing a roof, 1 block of 3 terraced units.

Condition: Good

Residents Feedback:
In the annual residents' survey, the residents who provided feedback appeared highly satisfied with their units and council received general feedback indicating a need for more regular clearing of leaves.

Housing:

26 Reikorangi Rd - Waikanae

Location: Waikanae
Description: Constructed in 1975. Council owns this 3-bedroom and 1 garage property because it is the original Waikanae Water Treatment Plant manager's house. The building is 11m2 with a garage and allocated garden area and it is located on the

Historical works:
Make safe the timber stairs to the front decking.
Future works:
General renewals 2026, 2027

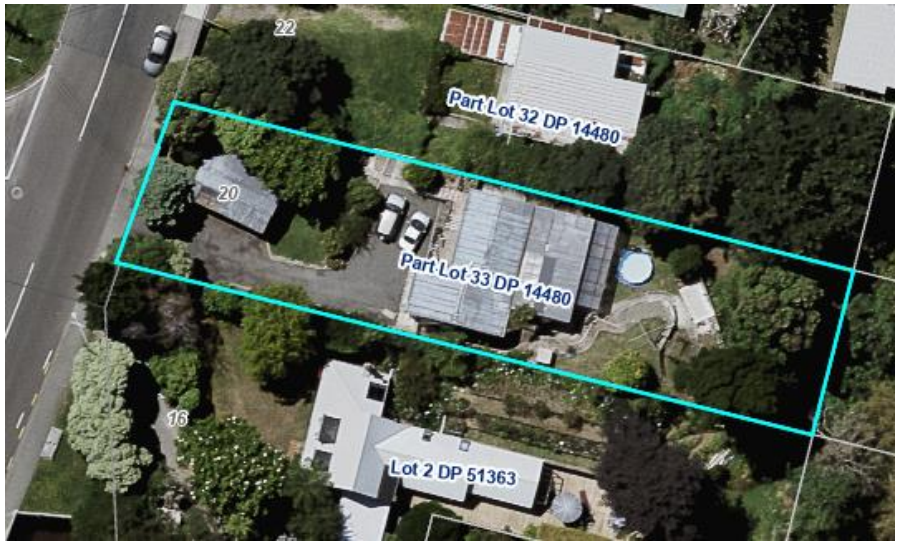
Condition: Moderate

20 Matatua Rd – Raumati Beach

Location: Raumati Beach
Description: Constructed in 1982. Council owns this 3-bedroom property which was purchased strategically for future storm water projects and cannot be sold. The land is 973m2 and the building area is 212m2. Ratio of building to land is 22%.

Historical works:
Roof replacement 2023
Future works:
General renewals

Condition: Moderate



24 Matatua Rd – Raumati Beach

Location: Raumati Beach
Description: Constructed in 1982**.** Council owns this 3-bedroom property with double garage which was purchased strategically for future storm water projects and cannot be sold. The land is 809m2 and the building area is 130m2. Ratio of building to land is 17%.

Historical works:
Roof replacement 2023
Future works:
General renewals

Condition: Moderate

26 Matatua Rd – Raumati Beach

Location: Raumati Beach
Description: Constructed in 1982. Council owns this 3-bedroom property which was purchased strategically for future storm water projects and cannot be sold. The land is 793m2 and the building area is 130m2. Ratio of building to land is 17%.

Historical works:
Roof Replacement 2023
Future works:
General renewals, roof replacement 2030

Condition: Poor

37 Moana St – Ōtaki

Location: Ōtaki
Description: Constructed in 1955. Council owns this property which was purchased strategically to upgrade storm water assets. The property is rented by the Otaki Boat Club who are currently attending to renewals to the property. Following which, the asset data will be updated. The land is 469m2 and the building area is 148m2. Ratio of building to land is 31%.

Historical works:
Internal and External renewals
Future works:
Fencing

Condition: Poor

2/200 Mill Rd (Haruatai House) - Ōtaki

Location: Ōtaki
Description: Constructed in 1930 and on located in Haruatai Park. The building area is 148m2. 4 bedrooms.

Historical works:
Asbestos removal, room refurbishment
Future works:
Timber window renewals, carpet renewals, driveway repairs

Condition: Poor

24 Fytfield - Paraparaumu

Location: Paraparaumu
Description: Constructed in 1964 and on freehold land located adjacent to the Emergency Operations Centre. Previous 3 bedroom home of the depot manager. The building area is 148m2.

Historical works:
External stairs replaced
Future works:
External painting, internal lighting renewals, carpet replacement, roof replacement

Condition: Poor

20 Lancelot Grove - Paraparaumu

Location: Paraparaumu
Description: Constructed in 1930 and located in Otaraua Park. The building area is 130m2.

Historical works:
Garage repairs
Future works:
External and internal painting, internal lighting renewals, fence renewals

Condition: Poor

The pensioner housing units are distributed by Ward as follows:

Figure 3 Units per 1,000 Population

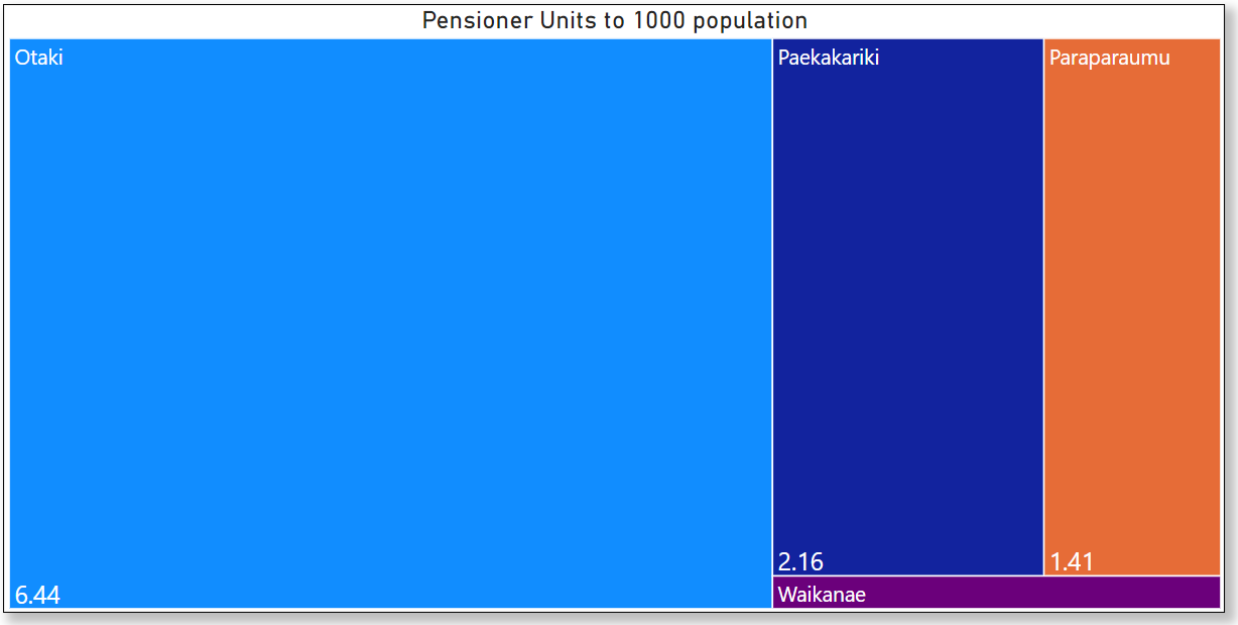


Figure 4 No of Units by Ward

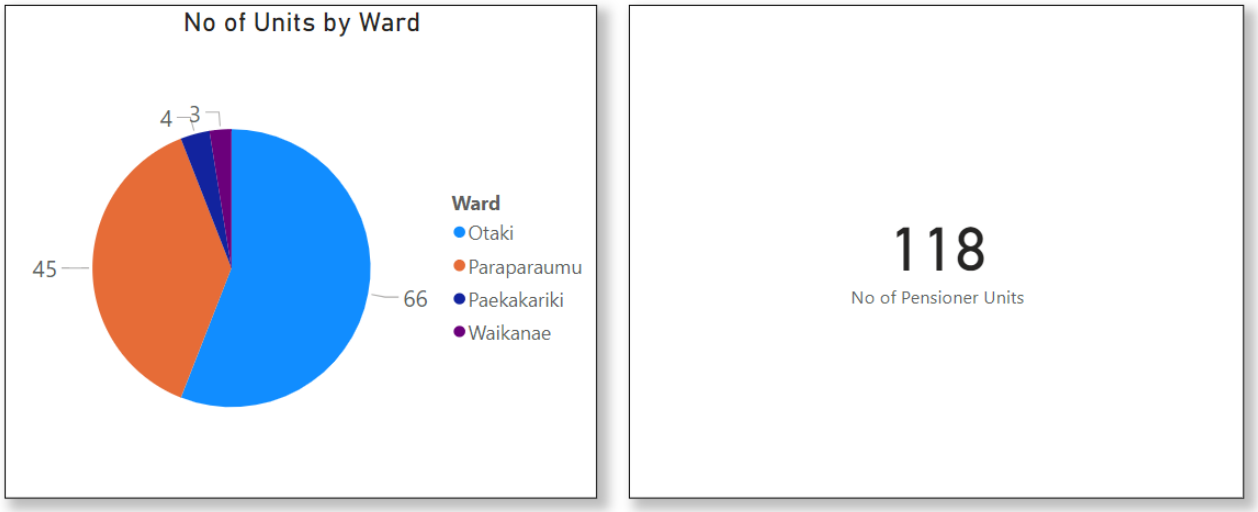


Figure 5 Units by Site

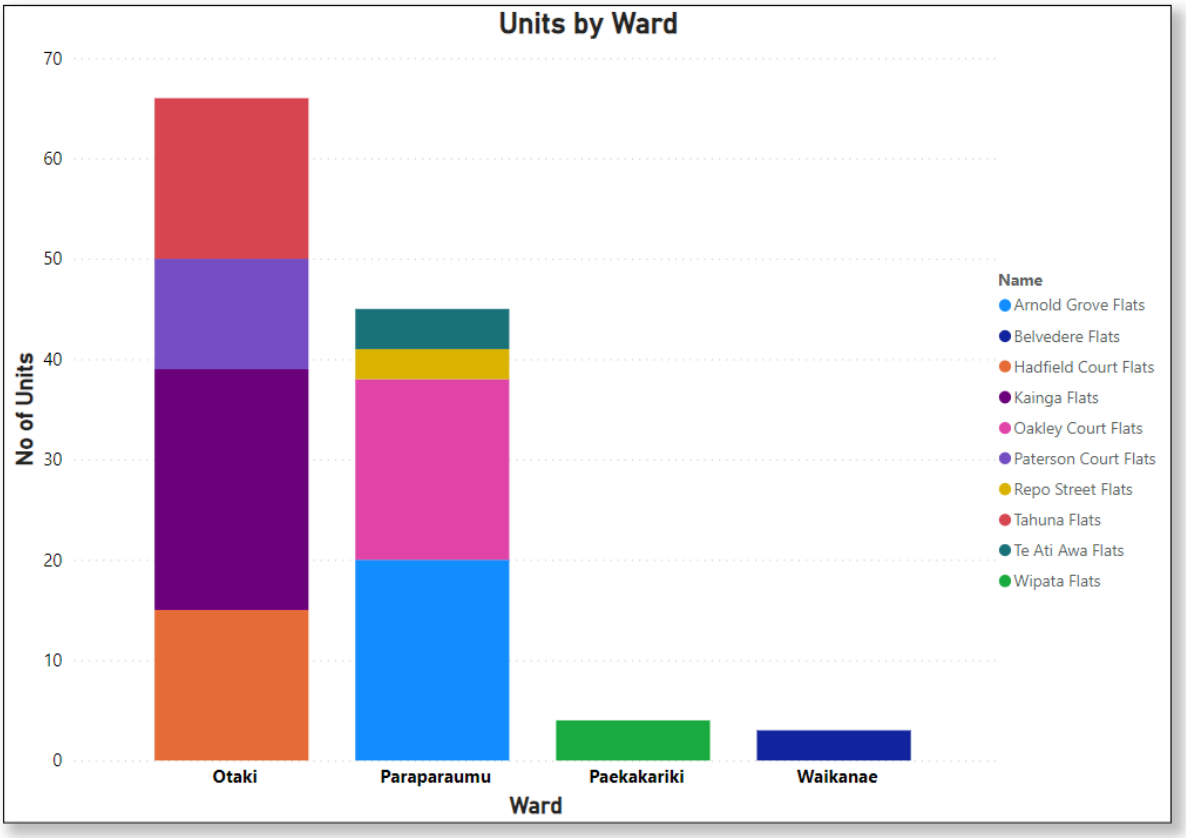


Figure 6 Pensioner Housing Locations

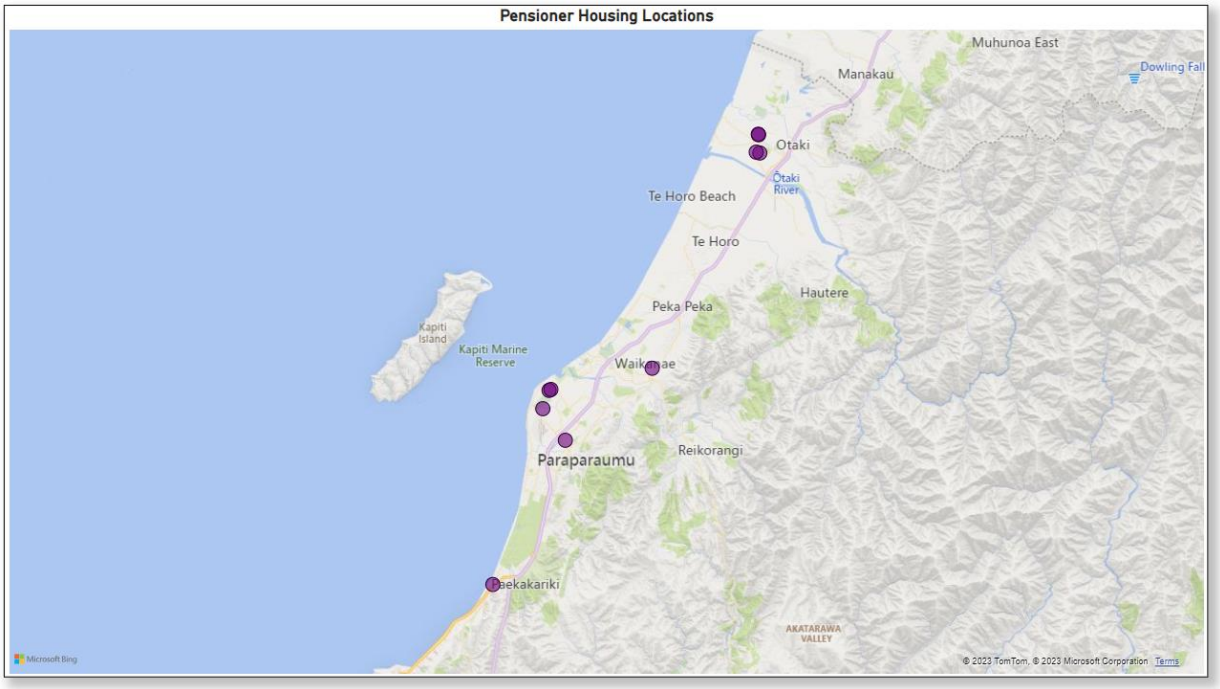
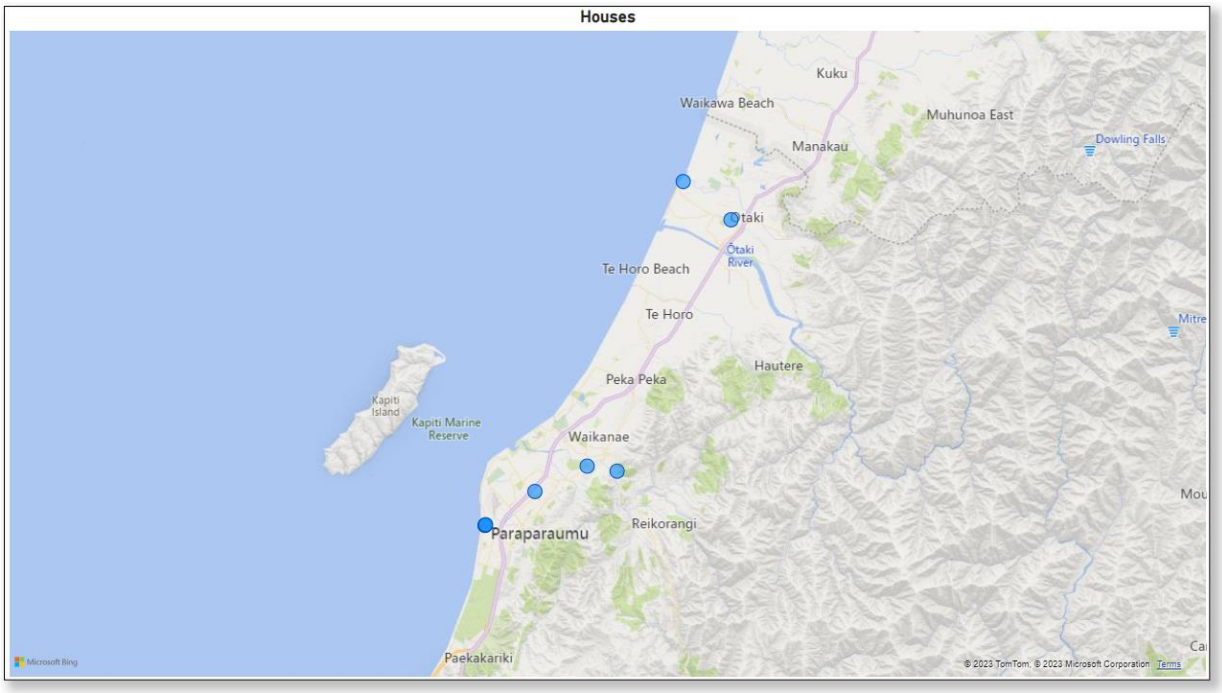


Figure 7 Housing Locations



Units are not necessarily located where demand is highest. Location vs Demand is a consideration of the review currently underway:

Ward	Number of Units	Expressions of Interest on Register
Paekākāriki	3	4
Paraparaumu	45	58
Waikanae	4	7
Ōtaki	66	18

2.1 Asset Condition

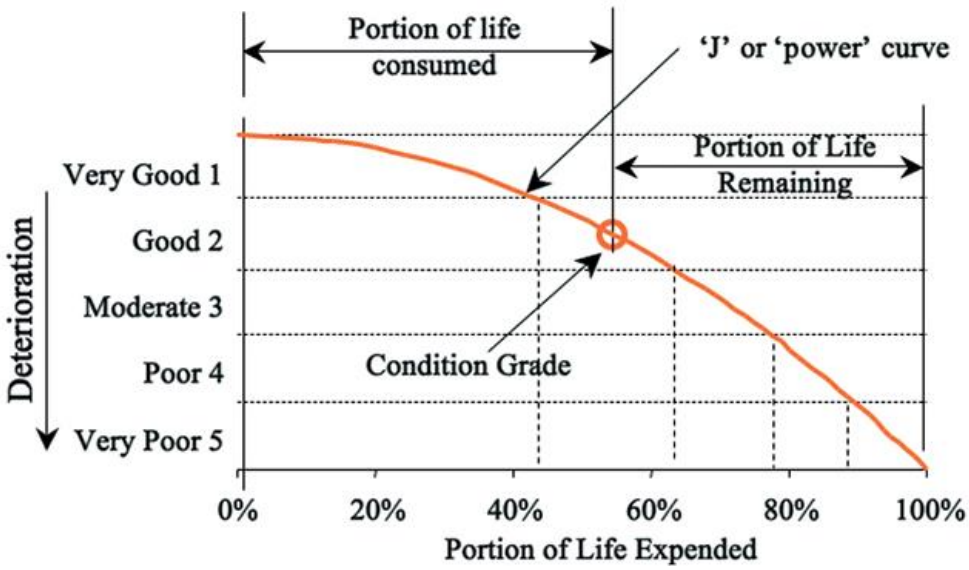
Every three years assets are condition assessed and given a condition grading, which will give an indication of what remaining life is left for the asset or component. Condition ranges from C1 to C5, with C1 considered superior condition, meaning it is assumed to have a significant percentage of its life left. Under this model:

Grading	Assumed % of asset life remaining
C1	100-55%
C2	54-37%
C3	36-25%
C4	24-11%
C5	10-0%

It should be noted that deterioration happens much faster after the component has reached over 50% of its life.

2.1.1 Deterioration Curve

Figure 8 Deterioration curve



2.1.2 Condition Analysis of Portfolio

Table 1 Pensioner Housing Condition Analysis below shows the condition split of the pensioner housing portfolio.

48% of the portfolio has consumed more than 50% of its remaining life (C2 to C5).

Table 1 Pensioner Housing Condition Analysis

C1	C2	C3	C4	C5
51.64%	37.60%	10.05%	0.33%	0.39%

Table 2 Housing properties Condition Analysis below shows the overall condition of the housing properties.

81% (C2 to C5) of the portfolio has consumed more than 50% of its remaining life.

Table 2 Housing properties Condition Analysis

C1	C2	C3	C4	C5
18.65%	45.49%	32.43%	3.04%	0.39%

An improved assessment of component condition has been implemented such as switchboard inspections with thermal imaging, HVAC assessments and drone roof images. However, we do not know the condition of all the unseen assets at each building, such as pipework to the building and within the walls, without invasive testing. Assumptions based on age can give an indication of renewal date and costs; however, this is not ideal given the presence of Dux Quest[2] in several units. Contingency funds should be allowed for at each building that is older than 10 years. This will be included as an option for consideration in future and will be added this to the improvement plan.

2.1.3 Condition Grade Index

To help inform investment decisions, the individual components of the asset are assessed alongside replacement cost. This drives priorities for decision makers around asset renewals. Other factors for consideration include demand, risk, and cost along with policies at any given time.

Condition Grade Index is the collective average of the condition of each component within a property, weighted by replacement cost.
The Condition Grade Index for the pensioner housing units is shown in Table 3 Condition Grade Index Pensioner Housing. The facilities management team uses the CGI of internal components as one of the factors to help make decisions around which internal refurbishments to complete next.

Table 3 Condition Grade Index Pensioner Housing

Site	CGI
Wipata Flats	1.1
Belvedere Flats	1.47
Paterson Court Flats	1.48
Arnold Grove Flats	1.52
Kainga Flats	1.55
Repo Street Flats	1.55
Te Ati Awa Flats	1.61
Oakley Court Flats	1.67
Tahuna Flats	1.76
Hadfield Court Flats	1.81

There are roof replacements planned for Te Ati Awa Flats 23/24.

The CGI for the housing units is shown below. These properties are rented to tenants under the Residential Tenancies Act, however the purpose of Council owning these properties differs for each property.

[2] Dux Quest is a polybutylene pipe that was designed for domestic hot and cold water supply. The central fittings do not cope with the temperature fluctuations and there have been issues with the jointing fittings and design across the world. These issues cause failure and subsequent leaking and internal flooding, which requires immediate remedy which is an invasive excercise.

Table 4 Condition Grade Index Housing

Site	CGI
24 Matatua Road, Raumati	1.79
20 Matatua Road, Raumati	1.8
26 Reikorangi Road	1.89
20 Lancelot Grove (Turf Farm), Otaihanga	2.07
26 Matatua Road, Raumati	2.22
Haruatai House, Haruatai Park, Mill Road, Otaki	2.52
37 Moana Street, Otaki	2.73
24 Fytfield Place, Paraparaumu	2.76

There is a planned roof replacement for 24 Fytfield Pl and partial roof replacement for 37 Moana St scheduled for 2023/24.

2.2 Refurbishment Programme

In 2016 the Council commenced an ambitious programme to renew existing units. This commenced by renewing vacant units, but in 2019 a more proactive approach was taken where tenants were asked to decant from units to allow more timely renewals to deal with failing plumbing (Dux Quest) and removal of asbestos based on condition assessments and hard evidence.

This programme continues using CGI (see table 1) as one of the decision-making tools.

While there have been challenges through Covid and with supply chain constraints, as of September 2023 84 of 118 units have been completed.

2.3 Decision Making Framework

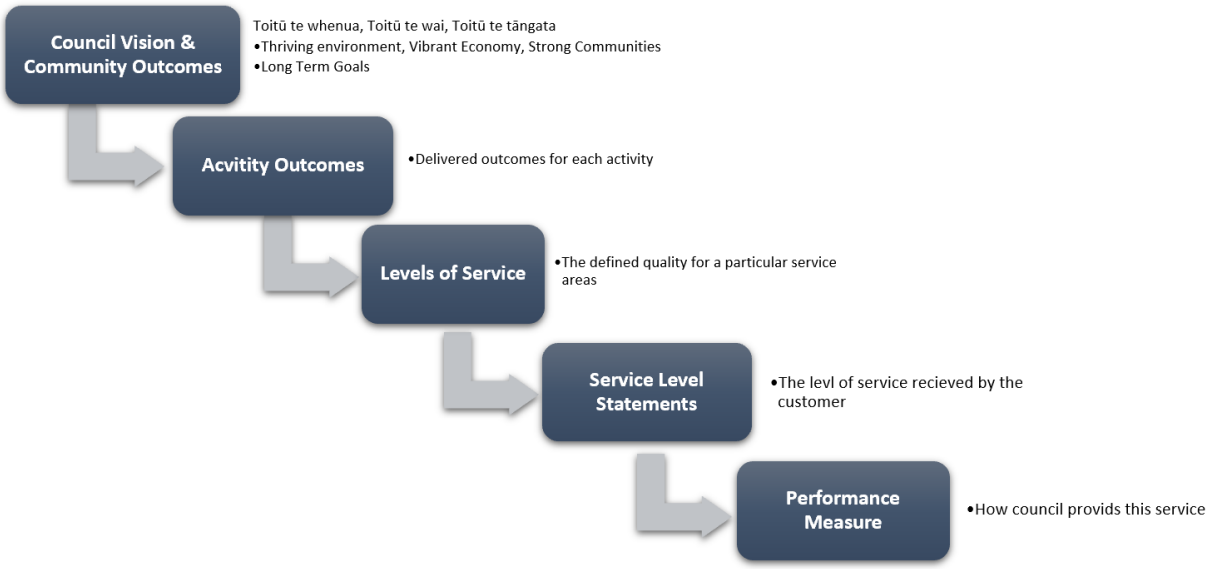
As part of the Improvement plan, a decision-making framework is currently in draft format which considers several different factors when looking to carry out renewals. The framework will improve asset management capabilities for staff.

3 Levels of Service

3.1 Level of service framework

The level of service framework is based on the Council's vision and resulting levels of service or KPIs targeted at specific activities.

Figure 9 Level of Service Framework



3.2 Key performance indicators (KPIs) – Pensioner Units

There are three Level of Service performance measures for pensioner flats as listed below. These are obtained through annual surveys completed every year before the end of the financial year in the case of customer satisfaction KPIs. And through measurable data obtained through record keeping of occupancy days over the month or financial year as in the case of the technical type KPI.

Levels of Service	Area	Performance Measure	Performance Metric	Type	Performance Target
Value – Pensioner Flats		Tenants' rate that the facility and service as good for value for money.	% of tenants in pensioner flats who agree they receive value for money.	Customer	85%
Customer Satisfaction - Flats		Tenants are satisfied with the standard of the flats.	% of user who are satisfied with the flats provided.	Customer	85%
Occupancy		Occupancy rate of available housing for older persons units.	% of occupancy of older person units.	Technical	97%

3.3 KPI Results

No.	Area	KPI	2022/23 Target	2022/23 Results	Achieved	2023/24 Target	2024/25 Target	2025/26 Target
1		Customer Satisfaction - Flats	85%	97%	☑	85%	85%	85%

2		Value – Pensioner Flats	85%	91%	☑	85%	85%	85%
3		Flat Occupancy	97%	97.5%	☑	97%	97%	97%

The annual customer survey provides valuable insight into the needs of the tenants, and some key improvements that have been requested are:

- Improved lighting for security.
- Improved parking facilities.
- Improved landscaping and garden areas.
- Resolve drainage issues (note: many units are sited within flood zones).
- Improve general repairs and maintenance on common areas.

Where possible these issues will be addressed. However, these requests need to be considered alongside other emerging pressures:

- Accessibility – No fully wheelchair accessible units are available due to door frame constraints. To make the units wheelchair accessible, there would need to be significant change, and, in most instances, it is not possible due to size and construction without major structural alterations.
- The building footprint does not make optimum use of land available, however many tenants like to use open space for gardening.
- Many tenants would prefer to be able to accommodate pets.

3.4 Customers and stakeholders

Good knowledge of stakeholders' values and drivers are essential for an effective, valued, and supported activity. The table below details the key customers and stakeholder for the Pensioner Flats.

Group	Area of Interest
Local Ratepayers and Resident Associations	• Focus on retaining the current levels of service and where possible to make saving to minimise rate increases
Older Persons	• Older people in need of affordable accommodation
Tenants	• Existing residents

3.5 User expectations and Customer Values

Expectations from our customers around the various facilities Council provides can be grouped into the areas shown in the Figure 10 User Expectations.

Figure 10 User Expectations

More specifically, we know that users increasingly expect:

- Improved parking facilities
- Better common area lighting
- Improved security on-site as well as at each unit
- Crime prevention through environmental design.
- Accessibility

3.6 Benchmarking

There is little to no published information for KCDC to benchmark itself against other Councils or providers which may provide housing facilities for older persons. Each council has adopted a different strategy in approaching housing. The study discussed in 1.1 Strategic alignment will provide the necessary information for Council to make wise decisions about housing provision to address local need.

4 Demand Management

The Council holds a register of interested parties who are looking for pensioner housing. The criteria for being added to the register is based on the 1993 Housing Policy document. Review of the policy is planned following completion of the work outlined in 1.1 Strategic alignment.

Before an interested party is placed on the Housing Register, it must be established that:

- they are over 65,
- receive superannuation,
- are not in regular paid employment,
- have a genuine housing need and
- fit certain financial asset criteria.

Allocation of vacant units is considered using the point system covered in the 1993 Policy. This is calculated using a formula that considers:

- Existing accommodation – for example currently inadequate, it is emergency accommodation, is not a dwelling (caravan)
- Existing location – for example are they currently living or not living in Kāpiti, or they have a close relative living in Kāpiti
- Length of time they have been on the register
- Health status - ability for independent living

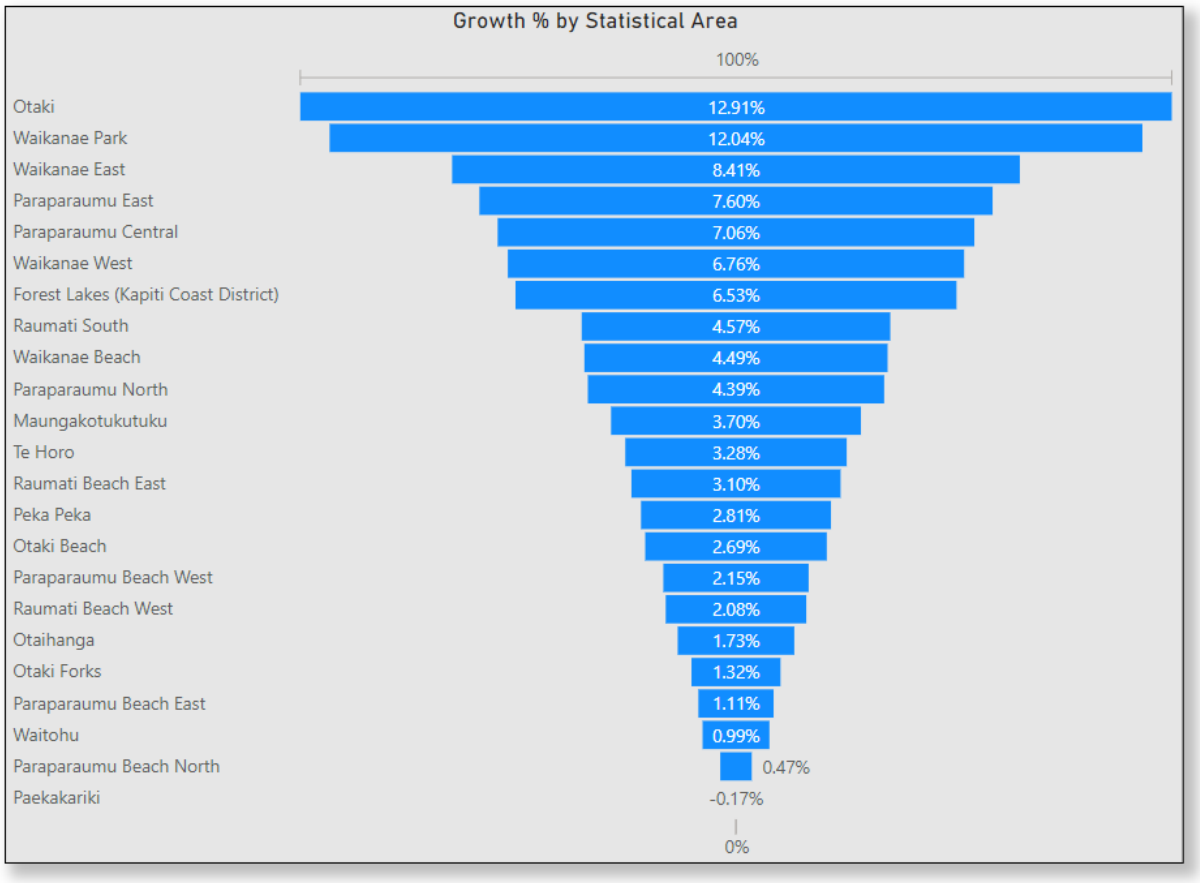
The interest in Council pensioner properties remains consistent with regular requests to be added to the register. The list varies between 50 and 60 people noting their interest in renting. Some people are also on other registers for other housing provider entities and many of them have requirements or needs we are unable to meet.

Demand management is a complex area that is being addressed through the review of older persons' housing.

4.1 Growth

The Kāpiti Coast District population forecast for 2020 was 55,503 and is now forecast to grow to 85,658 by 2050. Population growth is projected to be higher in Otaki, Paraparaumu and Waikanae compared to other wards in the district with a negative growth anticipated in Paekākāriki.

Figure 11 Growth Forecast



With this knowledge, Council will look to determine where any future developments would be most needed through the review of older persons' housing.

4.2 Opportunities

A report[3] was prepared in 2021 to consider existing sites and opportunities for growth considerations and planning.

The report highlighted a risk that the ratio of buildings to land is low, and that maximum use is not being made of land. This risk is actively under analysis in the review of older persons' housing.

5 Risk Management

5.1 Risk Management Approach

The risk management process involves continuously identifying the risks and assessing the impact of those risks for Community Facilities and the impact on the organisation. Risks are detailed in the Community Facilities Risk Register which is monitored and reviewed on an annual basis.

Council operates and maintains an active risk register. The risk register records the details of all identified risks, their severity (likelihood and consequence should they happen). Plus, the controls that are implemented to minimise the effects of the likelihood and/or consequence from occurring.

At an operational level, each building and each component within each building has been assessed against a set of criteria to develop a prioritisation that will help influence decision making, response times and inspection frequencies.

5.2 Natural hazards

Flooding, liquefaction and other natural hazards are present for most of the assets. Maps detailing these hazards are in the Appendices. None of these buildings are assessed as earthquake prone under the Building Act.

5.3 Climate change

Consideration has been given to the impacts of climate change in respect to flooding, risks in the maps contained in

Appendix 3 – Maps.

Furthermore, a long-term plan for each building considering adaptations to mitigate risks of climate change for flooding will be developed.

The flats are likely to be more susceptible to flooding and water damage as the result of more intense winds and rainfall. We propose to address this systematically as renewals and upgrades take place.

<u>Mitigation</u>

There is currently an internal policy in place to replace all lights with energy saving LEDs during all internal refurbishments (renewals).

[3] Housing Site Capacity and Renewals Report 2021

Solar panels are planned for installation at all sites, along with removal of the current solar rods which are a health and safety concern.

Additional insulation of hot water cylinders will help reduce heat loss and reduce power consumption, thus also playing a role in reducing emissions.

Work is underway to develop a better understanding of the impacts of climate change at a portfolio level and to develop improvements in five key areas:

1. Waste reduction
2. Energy saving
3. Water conservation
4. Social impact
5. Procurement/Supply Chain

5.4 Asbestos Containing Materials

Unsurprising given their era age, many of the pensioner housing units have asbestos elements. Asbestos testing has been carried out on all the units. There are different types of testing available. Some are for managing asbestos likely to be accessed day to day, then there is more intrusive testing conducted in hard to access places for when a refurbishment or renewal is due to take place. These may deliver different results from time to time. Our best efforts are in place to ensure that the asbestos contained in our buildings is managed and/or removed as appropriate.

The asbestos register is kept up to date and regularly reviewed. Along with this we plan to implement annual asbestos checks to ensure any asbestos recommended to be managed in place is still in safe condition or if removal or encapsulation is recommended.

6 Lifecycle Analysis

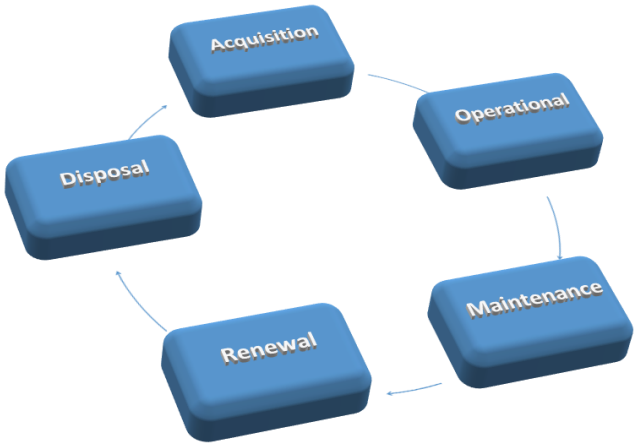
6.1 Overview

Council takes a whole of life approach to managing assets. The asset life cycle is described in figure 12 below. The Council has not acquired any new assts since 1992. Nor has it disposed of any. The focus has been on operations, maintenance, and renewals.

The asset, once created, will always be in a state of decline, and regular maintenance and condition assessments ensure that an appropriate level of service is provided. The useful life of an asset is impacted by several factors such as:

1. Physical properties – what it is made of, how it was built, different components that make up the asset, operational and maintenance needs.
2. The environment in which the asset resides – climate, socio-economic influencers.
3. Customer requirements – willingness to pay, expectations, demands, level of use.

Figure 12 Asset life cycle



6.2 Operations and Maintenance

Maintenance strategies cover the practices that we employ to operate and maintain the pensioner units to achieve the optimum use of the asset and the agreed service levels. Maintenance of an asset does not increase the asset's service potential or keep it in its original condition. It slows down deterioration and delays the need for rehabilitation or replacement. There are three main types of property maintenance activity:

- Routine – The regular ongoing day-to-day work that is necessary to keep assets at their required standard, such as regular cleaning.
- Cyclic – Planned and preventative maintenance such as building washes and switchboard checks.
- Reactive – such as minor repairs to damage buildings such as vandalism and emergency repairs.

6.3 Renewals and Upgrades

The decision-making processes listed below are followed to set the 10-year renewals programme:

- Visual condition assessments
- Prioritisation of works
- Smoothing of budget expenditure

Over the 10-year programme there are renewals and capital expenditure planned as identified through condition assessments. Any major investment is expected to be identified by and driven through the review that is underway.

Figure 13 – Short Term Proposed Projects LTP 2024

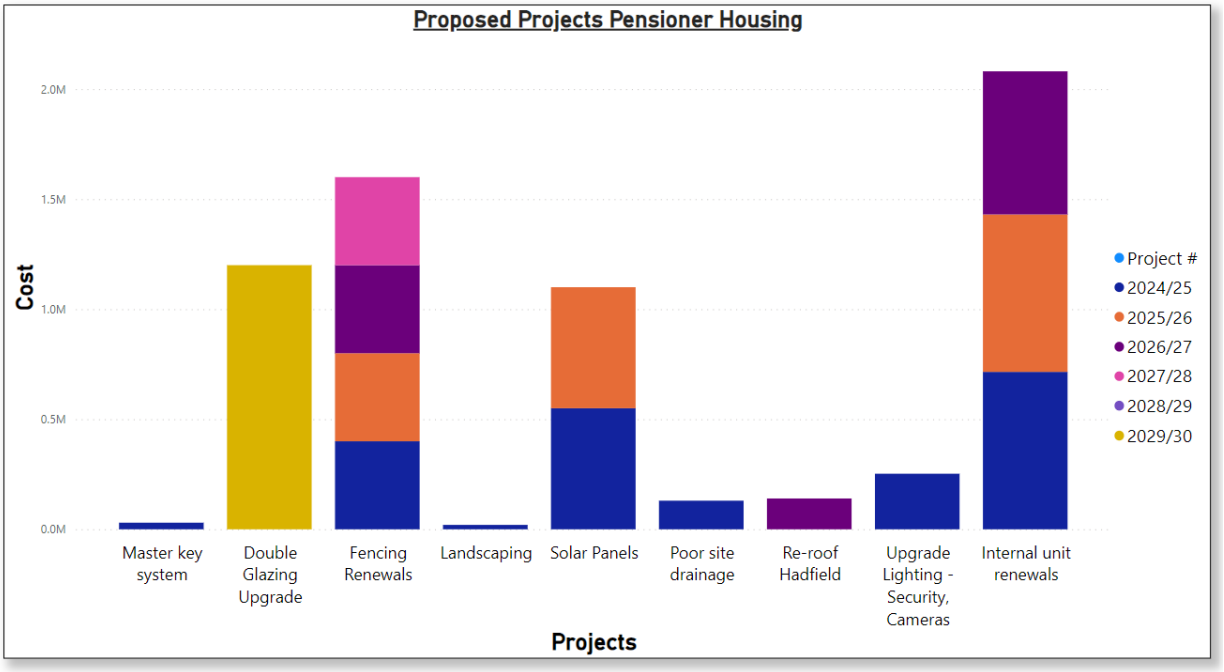
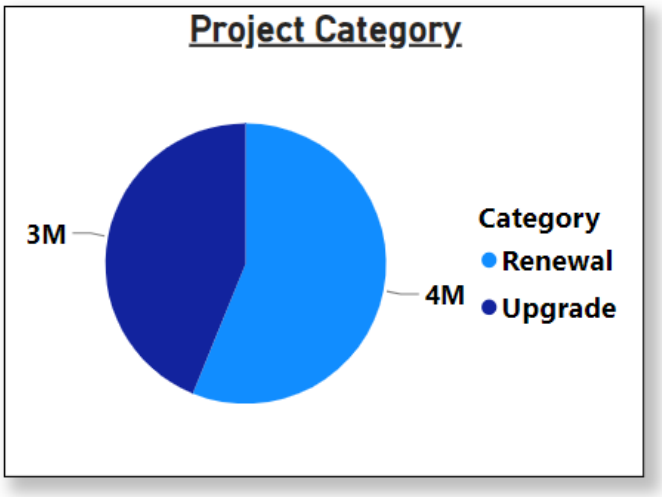


Figure 14 Project Category



Currently there are no new assets planned or budgeted.

6.4 Healthy Homes

The Residential Tenancies (Healthy Homes Standards) Regulations 2019 became law on 1 July 2019, introducing five minimum standards for rentals with the aim of addressing issues relating to cold, damp, drainage, and draughts.

The Council own 118 one-bedroom units for older persons within 10 housing complexes between Paekākāriki and Otaki.

The portfolio comprises of a diverse range of one-bedroom properties. The condition and age of the portfolio varies from 1950s builds to newly refurbished properties. The level of Healthy Homes Standards (HHS) compliance and scope of works also vary across the portfolio.

All 118 units have been assessed against the HHS and 66 require remedial action to bring them up to the required standards. To date, 38 of the 66 units have been upgraded to the HHS and an ongoing renewal programme is in progress which will cumulate in the 52 remaining units being fully compliant by 30 June 2024.

Prior to 25 November 2022, the legislated deadline for compliance with the HHS was 1 July 2024. Government has extended this deadline to 1 July 2025. The Council is proceeding with the original compliance deadline and expects all properties to be compliant with the HHS standards by 30 June 2024.

6.5 Disposals

Disposals is any activity associated with disposal of a decommissioned asset, including sale, demolition, or relocation. Asset disposal requires making the site safe, removing surplus structures, and covering the costs of any environmental remediation. These costs are generally included as part of the capital project.

There are no disposals planned for housing or pensioner housing at the time of preparing this Asset Management Plan.

6.6 Consequences of Non-Renewal and Reactive Maintenance

Failure to address renewals as planned will result in a bottleneck of renewals in the future. Maintenance and reactive maintenance needs will increase and risk to Council will be greater.

Carrying out planned and scheduled maintenance activities also reduces risk to tenants and reduces incidences of reactive maintenance requirements. Reactive maintenance generally tends to be more expensive than planned maintenance since it can often involve an after-hours charge or can involve multiple other issues resulting from the lack of planned maintenance.

While these assets are not perfect, in general they are adequate as an asset class. But in their own right they will not make a significant difference to the housing shortage.

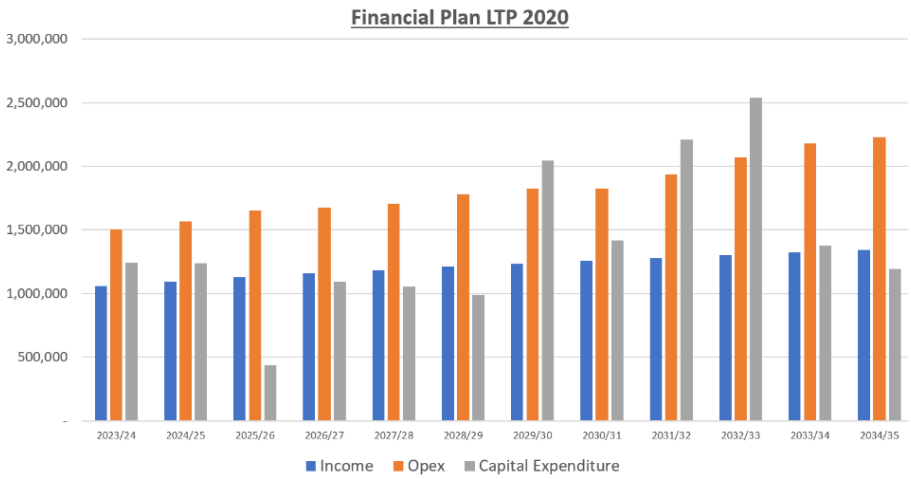
7 Financial Summary

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial overview

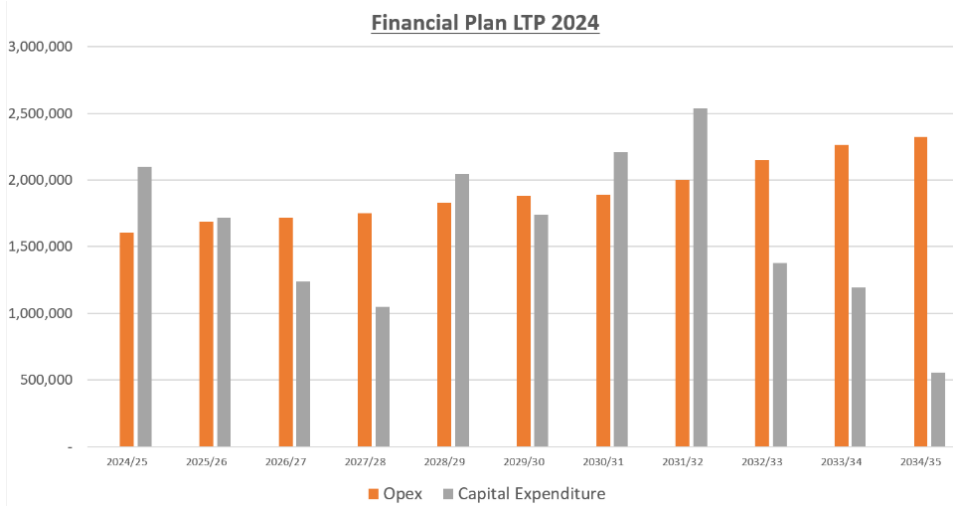
The financial overview is a summary of all Income, CAPEX and OPEX for the Housing and Pensioner Housing, and includes all costs for staffing, recoveries, projects, and renewals.

Figure 15 LTP 2020



7.2 Proposed Financial Plan LTP 2024

Figure 16 LTP 2024



The proposed plan which will be tabled for the LTP 2024 includes several projects which will maintain the current levels of service for existing customers.

There are also projects such as upgrading lighting and security around these vulnerable sites; a topic that comes up regularly in the annual customer surveys.

This represents:

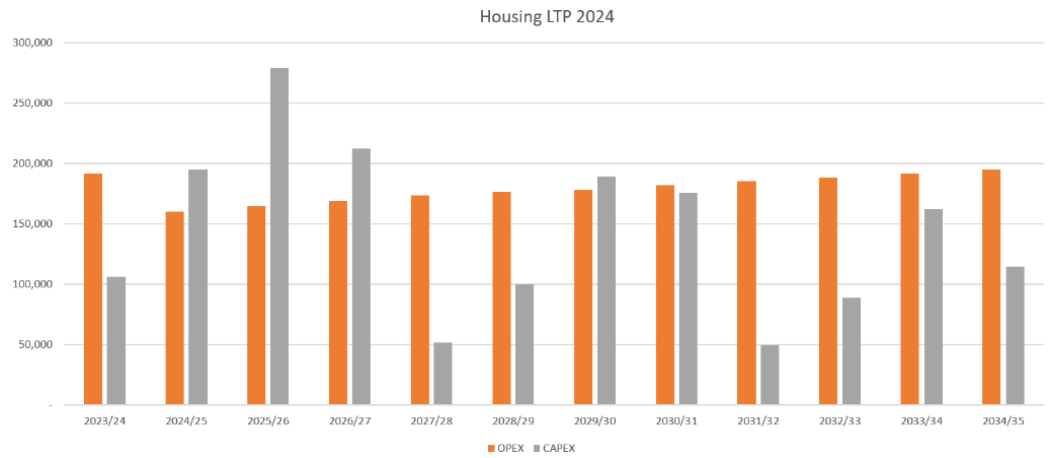
- Districtwide Housing Capital expenditure $17.7m – an increase of $2.2m over the 10-year period
- Operating expenditure $21.2m – no change

The main components of the investment comprise:

- Internal renewals
- Upgrade lighting, security cameras
- Re-roof Hadfield complex
- Address drainage where possible
- Install solar panels
- Minor landscaping
- Fencing renewals
- Double glazing windows
- Master key system

Rental Housing proposed Long Term Plan expenditure for 2024 follows below in Figure 17 Proposed Housing LTP 2024.

Figure 17 Proposed Housing LTP 2024



Some of the works proposed are:

- Internal and external painting
- Roof renewals
- Carpet and vinyl replacements
- Window frame renewals

The focus for the rental properties is to renew when the majority of the asset life has been consumed, alongside any renewals required for H & Safety or those driven by legislative requirements.

Appendixes

8 Appendix 1 – Relevant statutes and policies

In managing the Public Conveniences assets, Council must comply with the following legislation:

- Local Government Act 2002
- Resource Management Act 1991
- Building Act 2004
- Health and Safety in Employment Act 2016
- Reserves Act 1977
- Property Law Act 2007
- Public Works Act 1981

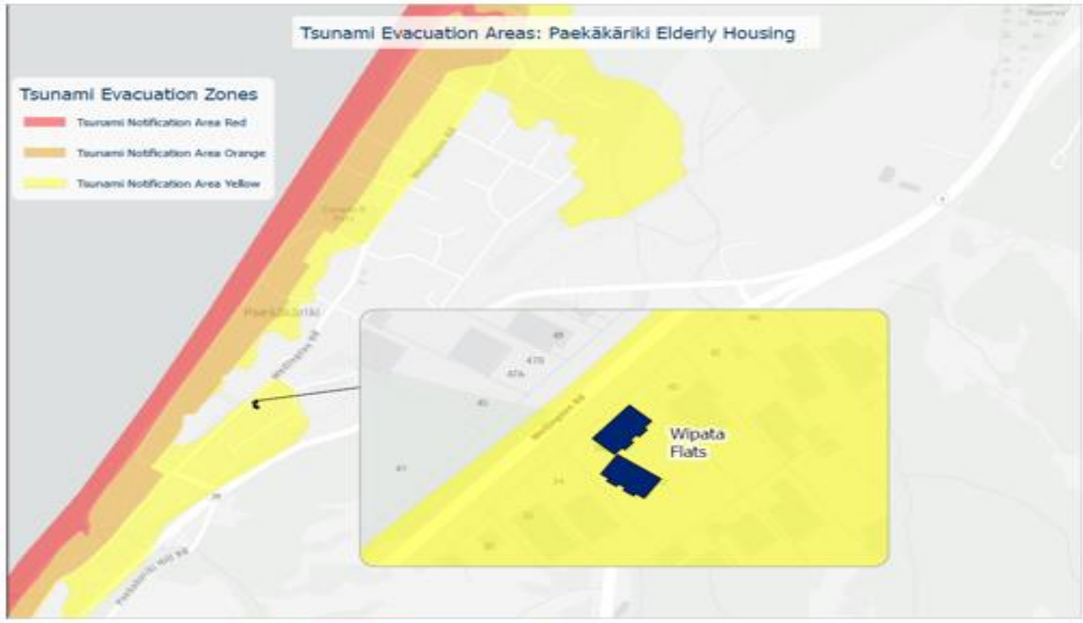
Relevant standards

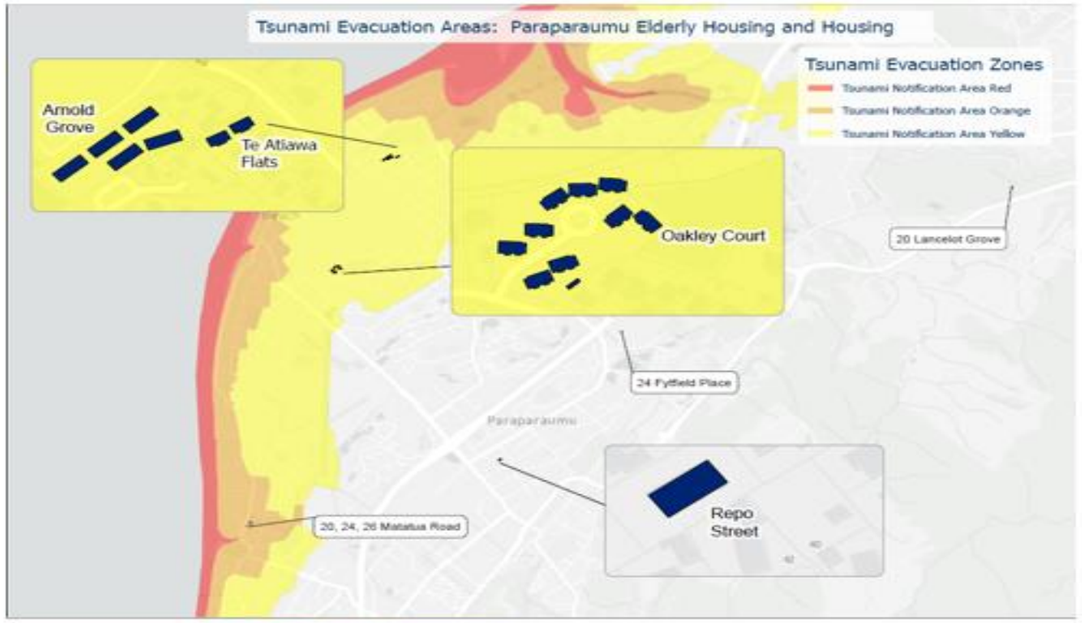
Standards relevant to Activity	
Standard	Description/Impact
Building Code	The Building Code fits in with the Building Act and lays down a range of requirements relating to built assets which the Community Facilities team consider in managing the portfolio of the group. All new building work must comply with the Building Code, which sets out performance standards that buildings must meet. It covers aspects such as structural stability, fire safety, access, moisture control, durability and services and facilities.
AS/NZS 4360:2000 Risk Management for Local Government	Guidelines for assessing risks and developing risk management strategies
AS/NZS 3500.2:2003 Plumbing and Drainage – Sanitary Plumbing and Drainage	This standard specifies the requirements for the design and installation of sanitary plumbing and drainage from the fixtures to a sewer, common effluent system, or an on-site wastewater management system, as appropriate. The Standard applies to new installations as well as alterations, additions, or repairs to existing installations
AS/NZS 3000:2007 Electrical Installations (Australian/New Zealand Wiring Rules)	Provides requirements for the selection and installation of electrical equipment, and design and testing of electrical installations, especially regarding the essential requirements for safety of persons and livestock from physical injury, fire, or electrical shock
International Infrastructure Management Manual 2015 & IIMM55000	Provides for strong governance and accountability, more effective and sustainable decisions, enhanced customer service, effective risk management and improved financial efficiency.

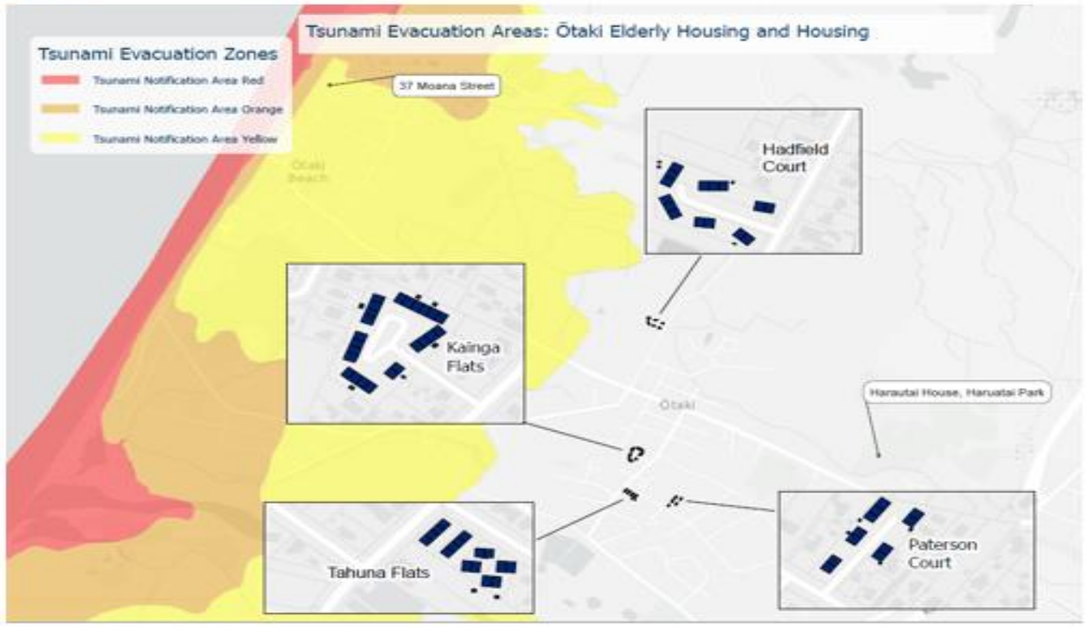
9 Appendix 2 – Improvement Plan

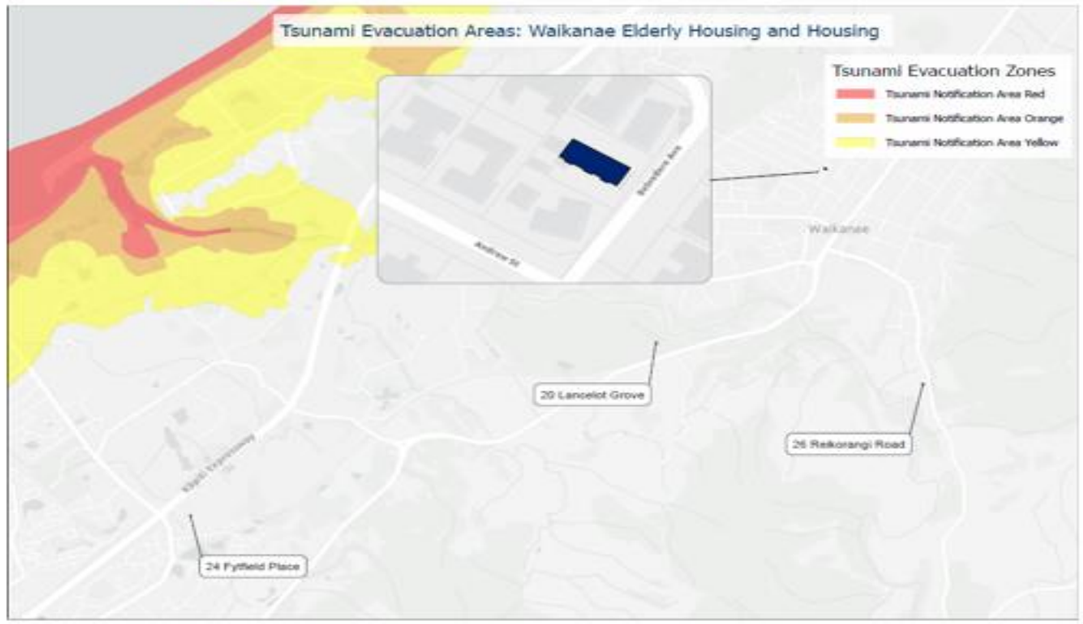
No.	Improvement Area	AMP Ref. No.	Action	Priority	Year		
					2024/25	2024/26	2026/27
		5.2	Guidance to tenants regarding tsunami evacuation plans, flooding risks	H			
1	Climate Change	5.2	Develop long term plan for each building considering adaptations to mitigate risks of climate change for flooding	H			
		5.2	All lights to LED	H			
		5.2	Install Solar to all units	H			
		5.2	Improve Waste Reduction, Energy saving, water conservation, procurement/supply chain	H			
		5.2	Insulate Hot Water Cylinders	H			
2	Asset	2.3	Decision Making Framework	M			
		2.1.2	Look at planning Contingency Funds for unknown component failures	M			

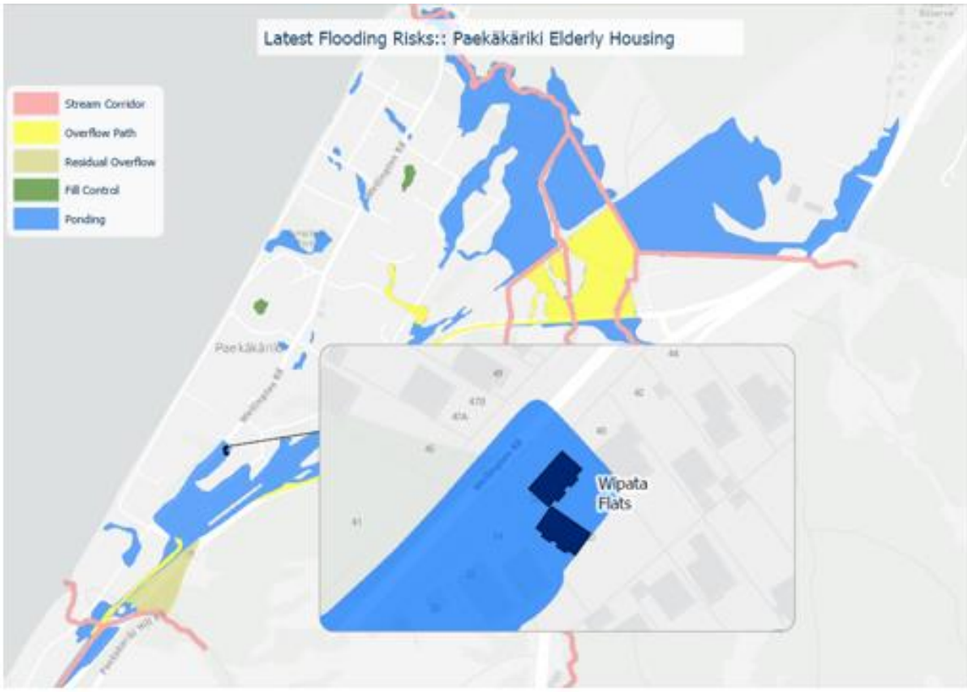
10Appendix 3 – Maps

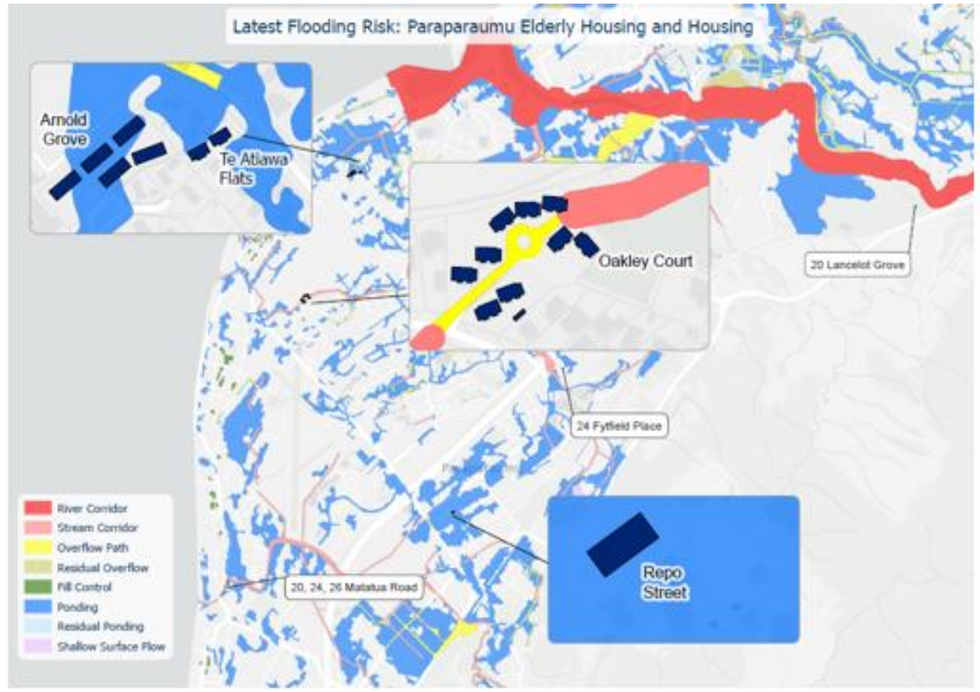


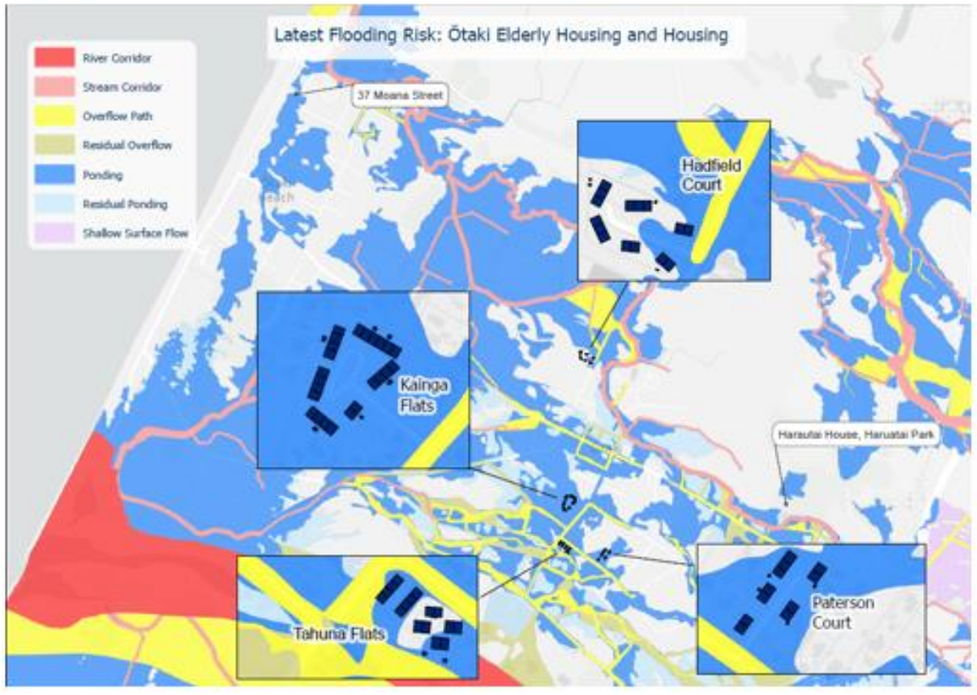


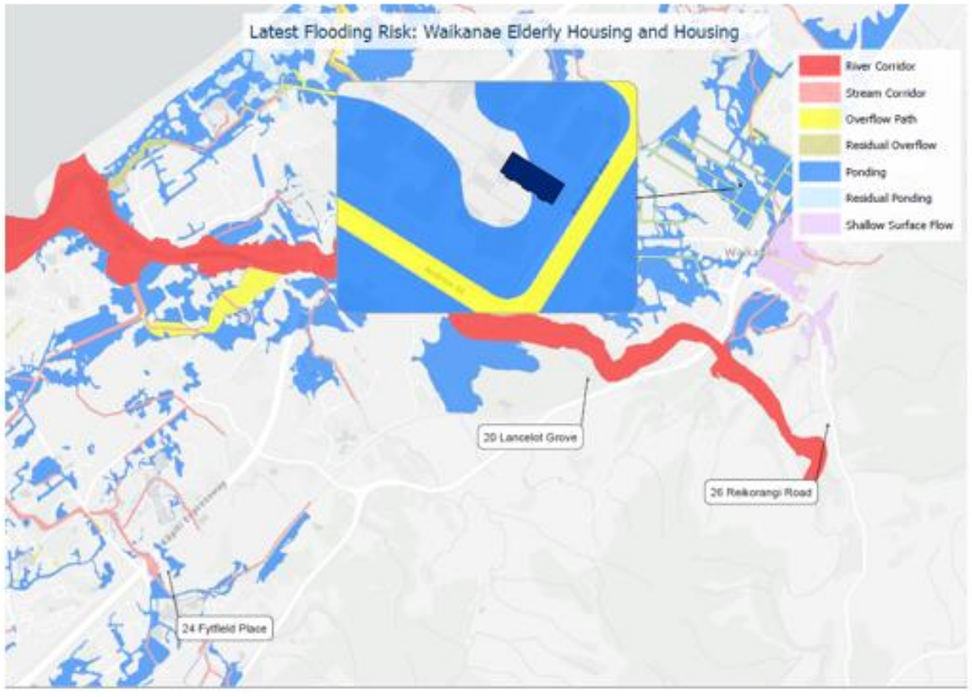


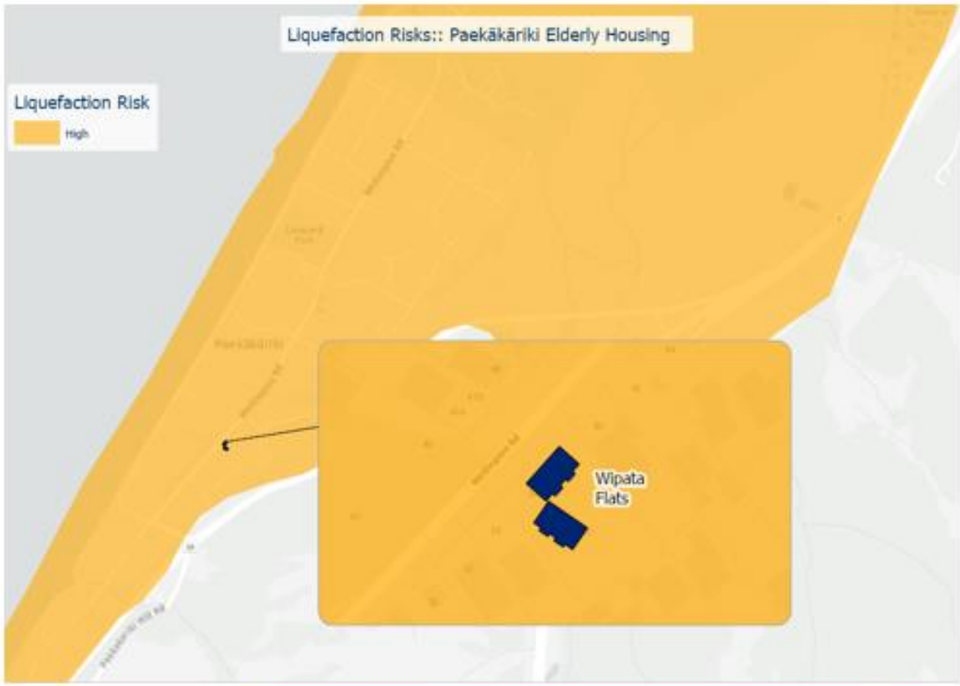


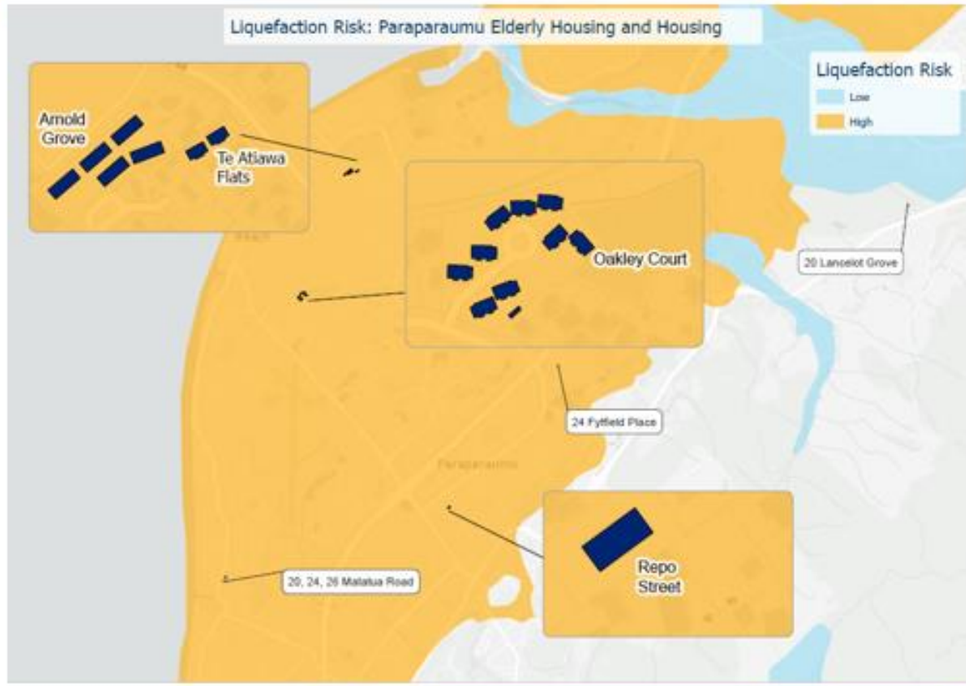

Latest Flooding Risks:: Paekākāriki Elderly Housing
Stream Corridor
Overflow Path
Residual Overflow
Fill Control
Ponding
Wipata Flats

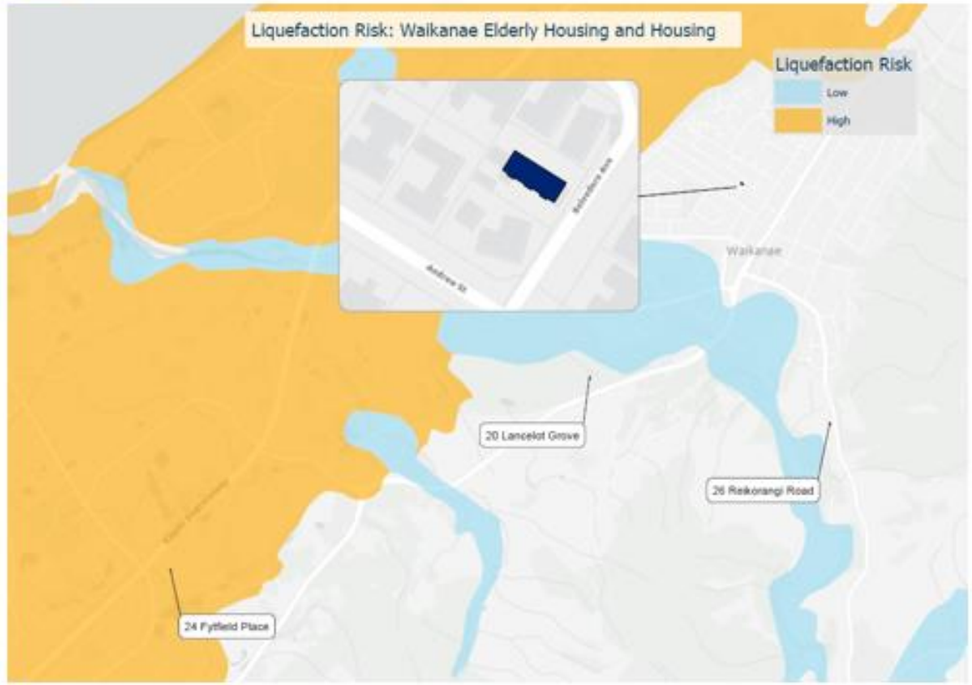

Latest Flooding Risk: Paraparaumu Elderly Housing and Housing
Arnold Grove
Te Atiawa Flats
Oakley Court
20 Lancelot Grove
24 Fytfield Place
Repo Street
20, 24, 26 Matatua Road
River Corridor
Stream Corridor
Overflow Path
Residual Overflow
Fill Control
Ponding
Residual Ponding
Shallow Surface Flow

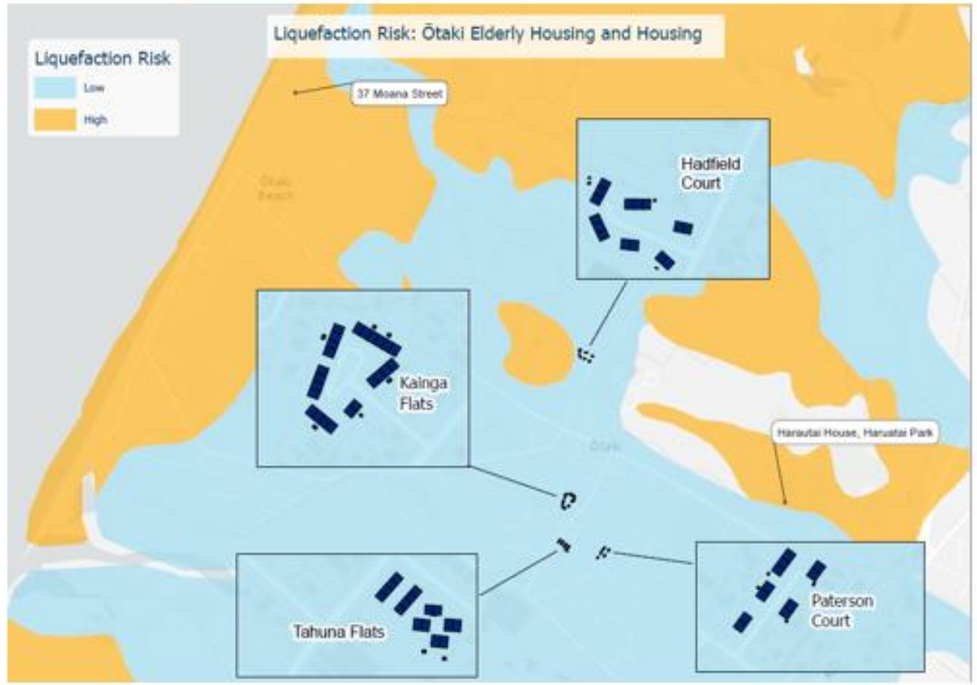

Latest Flooding Risk: Ōtaki Elderly Housing and Housing
River Corridor
Stream Corridor
Overflow Path
Residual Overflow
Ponding
Residual Ponding
Shallow Surface Flow
37 Moana Street
Hadfield Court
Kainga Flats
Harautai House, Haruatai Park
Tahuna Flats
Paterson Court


Latest Flooding Risk: Waikanae Elderly Housing and Housing
River Corridor
Stream Corridor
Overflow Path
Residual Overflow
Ponding
Residual Ponding
Shallow Surface Flow
20 Lancelot Grove
26 Reikorangi Road
24 Fytfield Place


Liquefaction Risks:: Paekākāriki Elderly Housing
Liquefaction Risk
High
Wipata Flats


Liquefaction Risk: Paraparaumu Elderly Housing and Housing
Liquefaction Risk
Low
High
Arnold Grove
Te Atiawa Flats
Oakley Court
20 Lancelot Grove
24 Fyfield Place
20, 24, 26 Matatua Road
Repo Street


Liquefaction Risk: Waikanae Elderly Housing and Housing
Liquefaction Risk
Low
High
Waikanae
20 Lancelot Grove
26 Rekorangi Road
24 Fyfield Place


Liquefaction Risk: Ōtaki Elderly Housing and Housing
Liquefaction Risk
Low
High
37 Moana Street
Hadfield Court
Kainga Flats
Harautai House, Harautai Park
Tahuna Flats
Paterson Court