



RĀRANGI TAKE AGENDA

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

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

Te Rā | Date: Thursday, 19 October 2023

Te Wā | Time: 9.30am

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

**Kris Pervan
Group Manager Strategy & Growth**

Kāpiti Coast District Council

Notice is hereby given that a meeting of the Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee will be held in the Council Chamber, Ground Floor, 175 Rimu Road, Paraparaumu, on Thursday 19 October 2023, 9.30am.

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

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

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1 NAU MAI | WELCOME

2 KARAKIA A TE KAUNIHERA | COUNCIL BLESSING

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

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

3 WHAKAPĀHA | APOLOGIES

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

Notification from Elected Members of:

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

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

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

6 NGĀ TAKE A NGĀ MEMA | MEMBERS' BUSINESS

(a) Leave of Absence

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

7 HE KŌRERO HOU | UPDATES

Nil

8 PŪRONGO | REPORTS

8.1 ZEAL EDUCATION TRUST YEAR 8 REPORT

Kaituhi | Author: **Morag Taimalietane, Principal Advisor**

Kaiwhakamana | Authoriser: **Hara Adams, Group Manager Iwi Partnerships**

TE PŪTAKE | PURPOSE

- 1 This report provides an overview of the delivery, including achievements and impact of Zeal Education Trust in Kāpiti for 2022/23, Year Eight of the nine-year contract.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

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

TE TUKU HAEPAPA | DELEGATION

- 3 The Strategy, Operations and Finance Committee has the authority to receive this report under section C.1. of the Governance Structure and Delegations 2022-2025.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Notes the delivery of services, outcomes and results achieved for Year Eight (2022/23) of the Youth Development Centre contract with Zeal Education Trust.
- B. Notes that 2023/24 is the final year (Year Nine) of the Youth Development Centre contract with Zeal Education Trust.
- C. Notes the Long-Term Plan 2024–34 will be an opportunity to consider the future needs of young people in Kāpiti through the Youth Development Centre and associated services.

TŪĀPAPA | BACKGROUND

- 4 In 2013, the Environment and Community Development Committee approved the recommended option; a youth development centre based in Paraparaumu with some mobile delivery across the district.
- 5 The establishment of a Youth Development Centre and associated services was identified as an outcome in the Long-Term Plan (LTP) 2015-2035.
- 6 Provision was made in the LTP 2015 for an annual operating cost of \$265,750 from 2015/16 for a Youth Development Centre and associated mobile service.
- 7 In 2015, the above Committee approved the delivery to be outsourced to a youth development provider rather than delivered in-house by Council. An RFP process was undertaken and in August 2015, Zeal selected as the provider for a Youth Development Centre and associated mobile service.
- 8 The Youth Development Centre and associated mobile service was set up to:
 - offer a safe place of belonging for young people;

- offer unstructured and structured social, recreation and educational activities which contribute to young people's development; and
 - foster access to the support of youth workers.
- 9 Zeal is a well-established national Incorporated Charitable Trust which delivers five youth development centres across New Zealand.
- 10 The Council and Zeal agreed to a nine year contract ending 2023/24. The contract covers operations of the Youth Development Centre, mobile and outreach activities and youth work provision (Zeal Kāpiti).
- 11 The contract was made up of an initial three year term with two three year rights of renewal. The total funding for each three year period is provided in the table below.

Year 1 – 3	2015/16 – 2017/18	\$660,696
Year 4 – 6	2018/19 – 2020/21	\$818,267
Year 7 – 9	2021/22 – 2023/24	\$819,500

- 12 A Memorandum of Understanding articulates how Council and Zeal work in partnership to achieve mutual goals in the delivery of the Youth Development Centre and associated services.

HE KŌRERORERO | DISCUSSION

- 13 Zeal have a contractual requirement to report annually on their achievements on the following five outcomes:
- A responsive and robust service
 - A diverse youth community utilising the Youth Development Centre
 - Responsive and enhanced mobile and satellite services
 - Good youth participation in decision making.
 - Strong community engagement.
- 14 Council assessment included review of Zeal's annual report and evaluation reports and data and Zeal staff interviews. The assessment framework consists of a set of questions against which the five outcomes, programme deliverables and evidence of impacts are assessed. Each outcome is assessed as achieved or not achieved.
- 15 In Year Eight, Zeal has achieved all contract deliverables and made a good impact on each of the five outcomes.
- 16 The annual reports for Years One to Year Seven were assessed by Council staff and were shown to have achieved the contract deliverables and made a good impact across all outcomes.

Outcome One: A responsive and robust service

Result: Outcome Achieved

- 17 This outcome focuses on evidence of strong evaluation and youth development impact.
- 18 Quantitative and qualitative evaluation is embedded across Zeal's programme delivery in Kāpiti. In Year Eight, their evaluation showed good youth development impact across a range of indicators including sense of belonging, identity, confidence, and self-esteem.
- 19 A qualitative evaluation undertaken showed 88% of young people surveyed agreed or strongly agreed that Zeal had a good positive impact on them, with 93% commenting that they felt supported and cared for at Zeal Kāpiti.

20 Highlights for Year Eight include:

- New groups of young people are engaging with Zeal across the district, with a noticeable increase in Year Nine and 10 student involvement. Engagement with this age group brings in a new generation of interests and needs and ensures the revitalisation of the youth community involved in Zeal Kāpiti.
- The numbers of young people participating have increased across their open access activities. Zeal estimates that over 50% of young people who engaged in the services are new to the Youth Development Centre.
- New and revised activities have been developed to respond to changing needs and interests of young people including new holiday programmes, revised and additional weekend events and ensuring changes are made to ongoing programmes to keep them relevant and impactful.

21 *“Zeal is a place to be with friends, make new friends and be comfortable as myself and find acceptance”,* Young person.

Outcome Two: A diverse youth community utilising the Youth Development Centre

Result: Outcome Achieved

22 This outcome is focused on ensuring the Youth Development Centre is one where young people gather and be themselves where they feel a sense of ownership.

23 Key events and activities at Zeal Kāpiti are developed and delivered by young people, for young people. Zeal's evaluation results show young people feel Zeal offers them a safe and supportive space to thrive.

24 *“This programme made me actually socialise with people that I would not have met otherwise. It has made me more confident and has helped my social skills, even outside of ZEAL”,* Student

25 There has been significant growth at ‘Afternoon Hangs’ with 336 new young people involved. In Year 8, there were 3,223 unique visits to this programme. To manage its increased popularity with young people, Zeal increased staffing and re-configured the programme to ensure good youth development impact continues to be made.

26 Collaborative pilot programmes have increased the diversity of opportunity for young people. This has resulted in new groups of young people becoming involved.

27 Two projects were undertaken with Hora Te Pai. Hora Te Pai is a primary health provider servicing Māori, Pacific Island, and low income people residing between Paekākāriki and Peka Peka.

28 There were 242 programme participants across a wide range of skill-based programmes including barista, work ready and skills based courses. There is good evidence of impact through the ākonga programme for young people disengaging from education. Paraparaumu College continues to report the programme has helped students stay engaged in school.

29 Events such as the Musicians' Lounge and Zeal nights continue to engage maximum capacity crowds with increased opportunities for young people to use their new skills developed through Zeal programmes.

30 *“Since going to Zeal I have come across a lot of new opportunities such as friends and performing. It's a really positive place that makes me feel good.”,* Young person

Outcome Three: Enhanced and responsive mobile and satellite services

Result: Outcome Achieved

- 31 This outcome is focused on the delivery of community-based opportunities outside of the Youth Development Centre. Zeal has achieved the contract deliverables and made a good impact in this outcome.
- 32 This outcome includes providing for the youth development needs of Ōtaki young people which cannot be met through the Paraparaumu facility.
- 33 Zeal's increased support for Ōtaki includes a dance programme, youth work provision, weekly activities and training opportunities.
- 34 Evaluation shows increased numbers of young people are involved and that there is positive support for Zeal's Ōtaki activities from young people and Ōtaki College. For example, a young person participating in the Ōtaki Dance Programme commented that *"being a part of dance is kind of like a second home, away from judgement and criticism."*
- 35 In Year Eight, mobile and satellite services delivered outside of the Youth Development Centre included:
- 17 events and barista programmes delivered across all three mainstream colleges.
 - Ōtaki Hangs every Tuesday during term time.
 - Six coffee cart events led by Zeal barista students.
 - 160 Ōtaki hip hop dance classes.
 - Nine community event stages with young people leading and performing.
- 36 A new programme was delivered in partnership with Kāpiti Primary School. This is a personal and social development programme which builds resilience and self-efficacy among young people. The programme targets a cohort of young people increasingly presenting with issues and behaviours historically associated with older adolescents.
- 37 The evaluation so far shows good impact, and the full evaluation will be available in Year Nine. There is also evidence that these young people continue to access opportunity through Zeal Kāpiti which strengthens the youth development outcomes for them.
- 38 *"[Zeal] improved my mental health and made me a better person"*, Young person

Outcome Four: Good youth participation in decision making in design and delivery

Result: Outcome Achieved

- 39 This outcome is focused on how young people take on leadership roles in Zeal Kāpiti. Zeal has achieved the contract deliverables and made a good impact in this outcome in Year Eight.
- 40 Key events and activities at Zeal Kāpiti are developed and delivered by young people, for young people. Evaluation shows young people have increased leadership skills through their participation in Zeal Kāpiti through a range of opportunities.
- 41 In Year Eight, a group of seven youth representatives played a key role in leading Zeal's presence in the mainstream colleges. This group has grown leadership skills to design and deliver college events with youth worker support.
- 42 Other highlights include:
- Senior students have grown in their confidence and provide teaching support in the Ōtaki dance programme.
 - Young people initially involved as participants in Zeal events show increased confidence and skills and have taken on roles developing and leading projects.
 - Young people participating in work ready and skills-based development programmes have taken on roles utilising and growing these skills through leading events. One young

person commented *"I walked out each week having learnt something new and feeling confident with the skills I gained."*

- Thirty-four young people delivered youth-led events through Kāpiti Zeal.

43 *"It's an amazing way to continue exploring my career in a safe and supportive space."*, Young person.

Outcome Five: Strong Community Engagement

Result: Outcome Achieved

44 This outcome is focused on Zeal's connection to the wider community and community use of the Youth Development Centre. Zeal has achieved the contract deliverables and made a good impact in this outcome.

45 In Year Eight, Zeal Kāpiti's involvement at community events includes the following highlights:

- Provision of youth-led staging, performances and other event support for 13 community events including the Kāpiti Food Festival, Ōtaki Kite Festival and the Strawberry Festival.
- Young people who had undertaken Zeal barista training were employed to lead the mobile coffee cart across a range of events and community activities.
- Evaluation shows participation in community events through Zeal Kāpiti has increased young people's confidence, strengthening their sense of connection and reinforced life and work skills. One young person commented *"I've loved that I've stuck at something for so long & my confidence has just grown."*

46 Community use of the Youth Development Centre has increased in Year Eight with a number of regular and one-off uses by external organisations including Kāpiti Impact Trust, Te Kura (formerly known as The Correspondence School), the Home School Network and local youth bands.

47 The Home School Network Coordinator commented that *"Families within the homeschool's community noticed a gap in the activities available for our youth and teens and with this feedback I reached out to see if there were options for them at Zeal...Parents' feedback has been that their teens eagerly await Fridays [at Zeal] and it is a highlight in their week."*

He take | Issues

48 The contract ends in June 2024, the end of Year 9. This is the final year of the contract. Staff will provide advice to Council in the lead up to the end of the contract and to support decision-making for the Long-Term Plan 2024–2044. This will consider cost of delivery, future considerations and changing youth development needs.

Ngā kōwhiringa | Options

49 There are no options required for this report.

Mana whenua

50 Council recognises that mana whenua aspiration that 'the young people of Kāpiti are supported to reach their full potential' as outlined in the Long-Term Plan 2021. Council also recognises mana whenua aspirations for their own rangatahi in line with their strategic vision of Tino Rangatiratanga.

51 Zeal is committed to developing their relationship further with local iwi but seeks support from the partnership with Council to fully achieve this.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

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

Ahumoni me ngā rawa | Financial and resourcing

- 53 The contract with Zeal for the Youth Development Centre and services from 2015/16 – 2023/24 totals \$2,298,463.
- 54 Zeal has implemented an income plan and has worked on diversifying funding sources. The following table shows the amount and the percentage of funding from external funding for Zeal Kāpiti secured by Zeal outside of the Council contract up to Year 8 (2022/23)

Year	1	2	3	4	5	6	7	8
Council's financial contribution to delivering the Youth Development Centre and services	97%	87%	90%	78%	78%	70%	64%	58%
Other funding sourced by Zeal to deliver the Youth Development Centre and services	3%	18%	10%	22%	22%	30%	36%	42%

- 55 In Year Eight (2022/23), the Council contract provided \$256,500 and Zeal sourced \$185,781 funding from other funders for Kāpiti Zeal. The external funding sourced equates to 42% of the total cost of delivering the Kāpiti Youth Development Centre and services for 2022/23.
- 56 In October 2021, the Year Seven - Nine contract was agreed. There was a reduction in contract funding stipulated for Year Eight (2022/23) and Year Nine (2023/24). The total funding per year was:
- Year 7: \$285,000
 - Year 8: \$256,500
 - Year 9: \$228,000
- 57 In September 2023, a variation to the contract was committed which provided an additional \$50,000 for Year Nine. This increased the total Council contribution for Year Nine from \$228,000 to \$278,000.
- 58 The table below shows the total payments provided year by year for the duration of the nine year contract.

Year	Financial Year	Operational Funding provided	Three Year Contract Period
Year 1	2015/16	\$175,000	\$660,696
Year 2	2016/17	\$276,750	
Year 3	2017/18	\$208,946	
Year 4	2018/19	\$267,033	\$818,267
Year 5	2019/20	\$272,623	
Year 6	2020/21	\$278,611	
Year 7	2021/22	\$285,000	\$819,500
Year 8	2022/23	\$256,500	

Year 9	2023/24	\$278,000	
Total			\$2,298,463

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

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

Ngā pānga ki ngā kaupapa here | Policy impact

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

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

61 Consultation was undertaken on the Youth Development Centre as part of the Long Term Plan 2015-2035.

Te mahere tūhono | Engagement planning

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

Whakatairanga | Publicity

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

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

NGĀ ĀPITI HANGA | ATTACHMENTS

Nil

8.2 ASSET MANAGEMENT PLAN- DISTRICTWIDE AND DESTINATION PARKS

Kaituhi | Author: **Gareth Eloff, Parks, Open Space and Environment Manager**

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

TE PŪTAKE | PURPOSE

1. To seek the Strategy, Operations and Finance Committee's approval of the Districtwide and Destination Parks Asset Management Plan. This will help inform discussions around the Long-Term Plan 2024.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

2. An executive summary is not required for this report.

TE TUKU HAEPAHA | DELEGATION

3. The Strategy, Operations and Finance Committee has the authority to receive this report under section C.1. of the Governance Structure and Delegations 2022-2025.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Notes the asset management plan Districtwide and Destination Parks (at Enclosure 1).
- B. Approves in principle this asset management plan as the overarching principal document underpinning investment in Districtwide or Destination Parks.

TŪĀPAPA | BACKGROUND

4. Asset management planning is critical for the delivery of sustainable outcomes for our communities. Nationally, one of the major drivers of the Government's three waters reform is asset management failure. While the Council's own asset management for horizontal infrastructure is generally sound, there is a need to improve asset management planning for our vertical and green infrastructure.
5. A series of asset management plans (AMP) for Council assets is scheduled to be presented to the Committee in the coming months.
6. This AMP (Districtwide and Destination Parks) sets out to describe:
 - The asset and condition.
 - Current and future levels of service.
 - Demand management, particularly around growth and changing expectations.
 - Lifecycle analysis including capital and operating costs.
 - The financial implications of owning and operating this asset class.

HE KŌRERORERO | DISCUSSION

7. The draft AMP is enclosed.
8. Some key considerations include:
 - Our districtwide and destination parks are the sum of many different asset types, i.e sportsfields, playgrounds etc. with each of those having their own unique asset management challenges and opportunities.

- Each districtwide and destination park is presented in a 'park on a page' format that highlights aspirations for each park respectively.
- An omnibus reserve management plan and associated development plan for each park will be forthcoming, likely in 2024.

He take | Issues

Ngā kōwhiringa | Options

Mana whenua

9. Any matters involving whenua are of interest to Mana whenua. All parks and reserves are intrinsically linked to the whenua.
10. This association is acknowledged and recognised as a vital component of our reserve management plan work and has seen our Iwi Partners included in the process in a co-design/decision making capacity from the onset.
11. The reserve management plan will ultimately inform certain aspects of the AMP.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

12. All districtwide and destination parks are susceptible to one or more of the effects of climate change.
13. Flooding, groundwater increase and climate disruption to users and land managers alike are all factors that warrant specific planning.
14. This asset management plan recognises the need to move towards:
 - Less reliance on fossil fuels across our operations.
 - Incorporating smarter water use (sportsfields).
 - Providing more shade within our parks and playgrounds.
 - Increasing appropriate tree planting (developing robust planting plans).
 - Rationalising location and type of asset components across the network with a view towards relocating from flooding zones etc to sites offering more resilience while 'embracing the wetness' through appropriate restoration of wetland areas.

Ahumoni me ngā rawa | Financial and resourcing

15. All financial decisions are channelled through the Long-Term Plan

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

16. Good asset management is a control for risks identified in the Council's risk framework.

Ngā pānga ki ngā kaupapa here | Policy impact

17. Our parks are essential to the delivery of wider Council policy in the Climate and Environment space.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

18. There is no specific communications and engagement planned for this asset management plan, however there will be extensive engagement through the reserve management plan process and the Long-Term Plan process.

Te mahere tūhono | Engagement planning

19. See item 18.

Whakatairanga | Publicity

20. See item 18.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. AMP Destination and Districtwide Parks (under separate cover) [⇒](#)

8.3 ASSET MANAGEMENT PLAN AQUATICS FACILITIES

Kaituhi | Author: **Claire Winter, Contractor to Kāpiti Coast District Council**

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

TE PŪTAKE | PURPOSE

- 1 To seek the Strategy, Operations and Finance Committee's approval of the Asset Management Plan Aquatics in order to inform discussion around the Long-Term Plan 2024.

HE WHAKARĀPOOTO | EXECUTIVE SUMMARY

2. An executive summary is not required for this report.

TE TUKU HAEPAPA | DELEGATION

3. The Strategy, Operations and Finance Committee has the authority to receive this report under section C.1. of the Governance Structure and Delegations 2022-2025.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

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

TŪĀPAPA | BACKGROUND

4. Asset management planning is a critical part of delivering sustainable outcomes for our communities. A major driver of recent government reforms has been asset failure. While Council's Aquatics assets are generally sound, there is a need to improve formal asset management planning documentation.
5. This is the first Aquatics Asset Management Plan (AMP) for Aquatics as a stand-alone document. A summary was presented to Council on 19 September 2023.
6. This AMP sets out to describe:
 - The asset and the current condition.
 - Current and future levels of service.
 - Demand management, particularly around usage rates, and growth.
 - Lifecycle analysis particularly around capital costs.
 - The financial implications of owning and operating this asset class

HE KŌRERORERO | DISCUSSION

7. The draft AMP is enclosed.
8. Some key considerations include:
 - Council owns all the community swimming pools in the district.
 - The assets are in good condition overall, however, plant assets are aging and will need renewal.

- There is funding allowed for in the current budget, however, cost increases will need to be considered in the Long-Term Plan 2024.
- There are no plans to building new assets.

He take | Issues

9. There are no issues within this report.

Ngā kōwhiringa | Options

10. There are no options for this report.

Mana whenua

11. Mana whenua are actively engaged on a needs basis through iwi partnerships.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

12. Adaptation: Increasing shade cover to allow for increased temperatures and mitigate sun exposure.
13. Mitigation: 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

Ahumoni me ngā rawa | Financial and resourcing

14. All financial decisions are processed through the Long-Term Plan.

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

15. Good asset management is a control for risks identified in the Council's risk framework

Ngā pānga ki ngā kaupapa here | Policy impact

16. There are no policy impacts.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

17. There is no specific communications engagement planned for this Asset Management Plan. The Long-Term Plan is the appropriate vehicle for this to occur.

Te mahere tūhono | Engagement planning

18. See item 17.

Whakatairanga | Publicity

19. See item 17.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Aquatics Asset Management Plan (under separate cover) [⇒](#)

8.4 CONTRACTS UNDER DELEGATED AUTHORITY

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

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

TE PŪTAKE | PURPOSE

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

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 Not required.

TE TUKU HAEPAPA | DELEGATION

- 3 The Strategy, Operations and Finance Committee has delegated authority to consider this report under the following delegation in the 2022-2025 Governance Structure, Section B.1.
This Committee will deal with all decision-making that is not the responsibility of the Council, including approval of contracts and contract variations outside the Chief Executive's delegations.

TAUNAKITANGA | RECOMMENDATIONS

- A. That the Strategy, Operations and Finance Committee notes there were seven contracts accepted under delegated authority over \$250,000 for the period 1 April to 31 September 2023.

TŪĀPAPA | BACKGROUND

- 4 Contracts for the 2022/23 year are listed at Appendix 1.

HE KŌRERORERO | DISCUSSION

- 5 2022-C508 Post Notification Stage and Summary of Submissions for Plan Change 2
 - No tenders. The procurement was sourced directly as there was limited expertise and availability to meet the statutory deadline.
 - Type of Contract – Type B Procurement Plan.
 - The Contract was awarded to Boffa Miskell for the sum of \$489,200.
 - Local content is estimated at 95%.
- 6 2023-C025 Phase 2: Coastal Science and Engineering Services – Takutai Kapiti
 - No tenders. The contract was sourced directly due to the limited number of suppliers having the required expertise within New Zealand and who can deliver equivalent standards.
 - The Contract was awarded to Jacobs NZ Limited for the sum of \$352,636.
 - Jacobs were originally appointed for Phase 1 of the project after a competitive procurement process.
 - No local content as Jacobs NZ Ltd are based in Wellington and Christchurch.

7 2023-C540 Paraparaumu Wastewater Treatment Plant pH Correction System

- One tender.
- The Contract was awarded to Max Tarr Infrastructure Engineers Limited for the sum of \$377,522.
- Budget for 2023/24 is \$400,000.
- Local content: some employees are located in the Kāpiti area and local resources will be used where possible.

8 2022-C495 Paraparaumu Wastewater Treatment Plant Pond Upgrade and Lining

- Four tenders were received ranging between \$1,620,689 to \$2,194,323.
- The Contract was awarded to Pritchard Civil Limited based on the weighted attribute method for the sum of \$1,730,231 excluding contingency.
- Budget for 2023/24 is \$1,750,000.
- Local content is estimated at 100%.

9 2023-C009 Ōtaki Wastewater Treatment Plant Inlet Work and Aeration System Upgrade

- The Contract had two separable portions:
 - Portion 1: Otaki wastewater Treatment plant's Inlet works to be upgraded with integrating freely issued screen
 - Portion 2: Upgrade of the aeration systems.
- Two tenders were received ranging between \$394,375 to \$485,695, for separable portion 1 only.
- The separable portion 2 price received was significantly in excess of the budget allowance. It is proposed to review the scope associated with portion 2 and look at refining design to reduce costs and potentially re-tender works next financial year.
- The Contract was awarded to Max Tarr Infrastructure Engineers Limited, based on the weighted attribute method, for the sum of \$485,695, for Portion 1.
- Budget for 2023/24 is \$500,000.
- Local content is estimated at 50-60%.

10 2022-C532 Supply Building Consent Authority Building Services: Consenting and Inspections

- Four tenders were received. Tenders were supplied as an hourly rate. There is no guaranteed amount of work that will be supplied to each contractor.
- Tenders awarded were based on price as well as capacity/capability of submitter.
- The Contract was awarded to:
 - Comply NZ Limited;
 - Solutions Team; and
 - National Processing.
- Total value of contract across the 3 firms is \$900,000.00 spread over 3 years with a 12 month right of renewal. Total value of contract is \$1.2M. (4 years).
- It is estimated approx. \$80,000 of annual contract will be allocated to local tenderer.

11 2022-C502 Resource Consent Processing Supplier Panel

- 20 tenders were received ranging between \$115-\$400 per hour.
- The Contract, based on the weighted attributes method, was awarded to four Suppliers:
 - 4Sight Consulting
 - Incite Wellington 2012 Limited
 - LB Urban Planning and Development
 - Infill
- The Contract sum is \$1,500,000 total across the above four Suppliers for five years.
- Local content is estimated at 75%.

He take | Issues

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

Ngā kōwhiringa | Options

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

Tangata whenua

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

Panonitanga āhuarangi | Climate change

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

Ahumoni me ngā rawa | Financial and resourcing

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

Ture me ngā Tūraru | Legal and risk

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

Ngā pānga ki ngā kaupapa here | Policy impact

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

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

- 19 There are no engagement planning considerations arising from this report.

Whakatairanga | Publicity

- 20 There are no publicity considerations arising from this report.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Contracts for the 2022/2023 year [↓](#)

Contracts for the 2022/23 year

Strategy, Operations and Finance Committee meeting	Contract
6 April 2023 (covering the period 1 July 22 to 31 March 2023)	2022/C488 – Independent Election Service The Contract was awarded to Direct Sourcing for the sum of \$250,000.

8.5 GRANT PROPOSAL - FOOD AND BEVERAGE LOGISTICS HUB

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

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

TE PŪTAKE | PURPOSE

1. This report seeks approval of a \$50,000 grant to support the establishment of a Food and Beverage Logistics Hub. The grant would be funded from the Better off Funding (BOF) that Council received to support the implementation of the Food and Beverage (F&B) Gameplan.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

2. From 2022 onwards, the Kāpiti Coast F&B Cluster has been focussing on bringing the sector together to leverage strength in collective marketing, economies of scale and organisation so businesses succeed together. An F&B Gameplan was developed which identified a number of challenges related to transport and economies of scale.
3. The F&B programme for the Kāpiti Coast, for the current Financial Year and FY24/25, will be funded by the BOF grant which was approved late 2022 by Council and the Department of Internal Affairs (DIA). F&B projects (including capacity for Ngā Hapu o Ōtaki) have been allocated \$325,000.
4. This paper proposes that a portion of the BOF goes towards the establishment of a facility that will incorporate the function of a hub to support logistical challenges experienced by local F&B businesses.

TE TUKU HAEPAPA | DELEGATION

5. The Strategy, Operations and Finance Committee has delegated authority to consider this under section B.1. of the 2022-2025 Triennium Governance Structure and Delegations.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Note** that the Economic Development Kotahitanga Board (EDKB) endorsed the proposed grant to The Bond Store to support the establishment of a Food and Beverage Logistics Hub as part of the implementation of the Kāpiti Coast Food and Beverage Gameplan at their Board meeting on 27 September 2023.
- B. Approve** a grant of \$50,000 to The Bond Store towards the establishment of a Food and Beverage Logistics Hub for the Kāpiti Food & Beverage Cluster on the following terms and conditions the:
 - B.1** Grant Agreement has an access schedule, with businesses, for the hub services.
 - B.2** Bond Store applying for and receiving all necessary consents and approvals.
 - B.3** Bond Store provides a 6-monthly report on the type and level of activities with other businesses utilising their facilities and services.
 - B.4** Bond Store provides advice when other shared facilities or hubs are established to meet growing demand.
 - B.5** Bond Store participates in media releases about the hub.

TŪĀPAPA | BACKGROUND

6. In the current economic climate, where business resources are stretched, their reliance on working strategically with other like-minded business has increased. The F&B Cluster programme, which was initiated as part of the implementation of the Kāpiti Coast Economic Development Strategy 2020 – 2023, has helped connect, engage and inspire cluster members to collaborate on commercial and market opportunities, and strengthened the entrepreneurial flair of this burgeoning group.
7. Council was briefed on the F&B Gameplan in May 2023 (Appendix 1). The Plan identifies the unique opportunity the Kāpiti Coast District has by building on the existing F&B heritage, skills, and creativity to deliver a unique coastal food and culinary wonderland. The F&B Gameplan was developed by industry and for industry and guides the delivery of the sector's vision over the next 5 years: Through partnership the Kāpiti Coast F&B sector is nationally renowned for high quality, sustainable and premium production.
8. Since implementation of the F&B Gameplan commenced, communication channels have been strengthened, leading to new collaborations and opportunities that enhance the experiential F&B offerings available to locals and visitors that help grow the sector. These opportunities are also supporting new tourism experiences and providing unique opportunities to tell the Kāpiti Coast story.
9. Current success stories include the joint attendance at the Fine Food Show in Auckland, high participation in networking opportunities, the development of a precinct cluster in Sheffield Street, and cluster members recently being finalists in national competitions such as the Foodstuffs New Entrepreneurs Awards (Apostle Sauce and Funk with Food).

HE KŌRERORERO | DISCUSSION

10. The F&B Gameplan provides an overview of the challenges and opportunities that were identified by the sector, many of which point to a need for access to facilities that will support them as they scale up and grow. Common challenges and needs identified include:
 - 10.1. With the majority of businesses being small, upscaling on their own and affordable access to suitable transport and labour options.
 - 10.2. Accessing new shared routes to market including more cost-effective transport opportunities through economies of scale.
 - 10.3. Access to storage facilities.
 - 10.4. Availability of equipment (forklifts, pallet jacks, chest freezers, fire and security alarms).
 - 10.5. Access to infrastructure for waste reduction.
11. As a result of the recent expansion and relocation of an existing local food and beverage cluster member, a unique opportunity has now arisen to support the establishment of shared use logistics hub. The proposed hub would help the sector overcome some of their current challenges and provide access to facilities for cluster members that they could not provide themselves.
12. The Bond Store, a local producer of beverages, is in the process of establishing their new premises at 21 Birmingham Street, Paraparaumu. The property comprises an existing 500m² building, with a 900m² secure fenced carpark. These new premises have more capacity than what The Bond Store currently requires, and they have proposed that part of the space could be used as a logistics hub to support other F&B cluster members.

13. At the new premises The Bond Store have indicated that they could offer a flexible service to members of the Kāpiti Coast F&B Cluster to send and/or receive shipments of raw materials, packaging and ingredients to their premises. This is of significant benefit to smaller businesses that do not have established business premises, or their premises are not suitable for deliveries by large vehicles that require the use of a forklift or other similar equipment.
14. In addition, The Bond Store would make space available for cluster members to meet and collaborate on opportunities where access to space or equipment is currently a constraint. Current examples include:
 - 14.1. Glam Food, who will have their products bottled by The Bond Store.
 - 14.2. Barlovska, who will use machinery owned by The Bond Store to label their bottles.
 - 14.3. Coordinated purchasing of products like ethanol in bulk to improve cost efficiencies with other cluster members.
 - 14.4. Have specialist products like ice for the hospitality sector available via The Bond Store as a pickup point to improve efficiencies and reduce vehicle movements.
 - 14.5. Linkeight, who have committed to subleasing space onsite. They will be able to help member businesses source and manufacture their products by connecting businesses with world-class production capabilities, including full contract manufacturing services.
15. The new premises will also include a tasting room, which will provide visitors with the opportunity to sample and buy products from the Bond Store as well as other local food and beverage producers. Note the Bond Store's current facility has now been subleased to Apostle Sauce, a startup business that previously had to move out of the Kāpiti Coast as there were no suitable premises available but can now return.
16. In order to support the establishment of the Food and Beverage Logistics Hub, a one-off grant to The Bond Store of \$50,000 is proposed to assist with the fitout of the premises so that it can be scaled to support the needs of other cluster members. The Bond Store would be responsible for the ongoing costs of the hub, which would likely involve some contribution from cluster members for specific services / activities.
17. This proposal will enable the implementation of further cluster initiatives and support integration to occur that will benefit multiple local organisations and support the aim of growing and attracting food and beverage businesses on the Kāpiti Coast.
18. At its latest meeting (Wednesday 27 September 2023), EDKB members present, endorsed The Bond Store's application for funding to support the Kāpiti F&B sector.

He take | Issues

19. As outlined above, it is proposed that the grant is awarded directly to The Bond Store to support the establishment of a logistics hub. The committee is being asked to consider this as a non-contestable grant because of the unique opportunity presented by The Bond Store moving into new premises, which have space available for this purpose. The proposed hub is not something that could be undertaken separately with this level of funding contribution, and other businesses spoken to by the Economic Development Team would not have the capacity to replicate the opportunity.
20. It is also important to note that The Bond Store is already proactively working on opportunities with businesses, so the benefits of the proposed hub would be able to be realised quickly by the wider cluster group.

Ngā kōwhiringa | Options

21. The Bond Store seeks grant funding of \$50k towards the development of a Birmingham St Logistics Hub, which is in close proximity to the growing cluster precinct in Sheffield St. The

one-off grant would contribute to general establishment expenses at their leased premises with an ongoing benefit to multiple food and beverage businesses.

Table 3: Options

Kōwhiringa Options	Hua Benefits	Tūraru Risks
Option A (recommended) Provide \$50,000 grant to The Bond Store.	Enhanced access by multiple businesses to a central facility that provides logistics services to enable their growth and market access.	That there will be more demand than capacity. In this instance a more formalised hub will be developed as part of the F&B Gameplan and the EDKB proposed operating model.
Option B Run a formal grant process, seeking proposals for use of the \$50,000 to support F&B Cluster outcomes	It could identify some opportunities that haven't been considered	The opportunity to establish the hub as proposed might be lost because The Bond Store decide to progress other options. There are no other suitable options identified and momentum is lost on current opportunities.
Option C Not provide a grant to The Bond Store.	Funding remains available to support the implementation of other F&B Gameplan initiatives	That the challenges outlined above are not addressed in line with the Gameplan.

Mana whenua

22. The Kāpiti Coast F&B Gameplan was approved by the Economic Development Kotahitanga Board which includes representatives from Te Ātiawa ki Whakarongotai, Ngā Hapū o Ōtaki, and Ngāti Toa Rangatira.
23. Regenerative horticulture has been identified by Ngā Hapu o Ōtaki as a focus area under the F&B Gameplan. Support is to be provided to increase capacity and undertake a feasibility study in preparation for a funding application to the Ministry for Primary Industries for pilot trials on selected land. The Feasibility Study will consider the following opportunities:
 - 23.1. Support capacity-building expertise
 - 23.2. Work with Ōtaki Porirua Trust Board on priority outcomes
 - 23.3. Regenerative Horticulture options including organics
 - 23.4. Opportunities for wetland and aquatic environments
 - 23.5. MPI SFFF grant application completed and lodged.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

24. The Pakihi Toitū o Kāpiti network is engaged with the Bond Store and other businesses across Kapiti to encourage and support practising environmentally sustainable activities. By providing a drop off point to the network for recycling soft plastics (such as pallet wrapping which is not part of the national soft plastics scheme that is currently running), economies of scale are expected for soft plastic collectors "pick-up", making it more likely for increased recycling to occur.

Ahumoni me ngā rawa | Financial and resourcing

25. The proposed one-off grant of \$50,000 would be funded from the \$325,000 Better Off Funding allocation to support the implementation of the F&B Gameplan.

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

26. There will be a grant agreement between Kāpiti Coast District Council and The Bond Store covering the conditions of the grant which include the deliverables described above that benefit multiple businesses.

Ngā pānga ki ngā kaupapa here | Policy impact

27. There is no policy impact resulted from this report.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

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

Whakatairanga | Publicity

29. We will update the community on Council support for the F&B sector through a media release and profiling this opportunity on our online channels.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Kāpiti Coast Food & Beverage Gameplan (under separate cover) [⇒](#)

8.6 REVIEW OF OLDER PERSONS' HOUSING - STAGE ONE REPORT

Kaituhi | Author: **Darryn Grant, Strategic Development Director**

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

TE PŪTAKE | PURPOSE

- 1 This paper provides an update on an action from the Housing Strategy: the Older Persons Housing Review. Following the completion of the Stage one report (Appendix 1), which outlines the current situation – including challenges and opportunities - in relation to the provision of the Older Person's Housing portfolio; and whether the portfolio is supporting those most in need now and into the future.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

- 2 The combination of an aging population and the lack of supply of affordable housing options and smaller housing typologies is putting increasing pressure on the 65 plus age group, which is limiting their ability to age 'in place'.
- 3 As part of driving affordable focused change, Council agreed that improving older persons housing would be a targeted action under the Implement the Housing Strategy as a priority for the Kapiti community.
- 4 Stage one of the review, focused on the current state, has identified seven key findings:
 - 4.1 There is a growing unmet need for affordable and accessible housing for older people in the district.
 - 4.2 Council's older persons housing portfolio is targeting a group that are currently overrepresented in social housing demand.
 - 4.3 The portfolio is not fully meeting the accessibility needs of older people.
 - 4.4 The portfolio does not provide diversity and housing choice to meet the differing and changing needs of older people.
 - 4.5 The current operating model of the portfolio is not financially sustainable without ongoing rates-based funding.
 - 4.6 Redevelopment of the portfolio and increasing its size is cost prohibitive without a change in operating model.
 - 4.7 Strategic asset management needs to align with the long-term strategy for the portfolio.
- 5 Based on these findings stage two of the review will consider alternative operating models for the portfolio and assess how they would improve the financial sustainability of the portfolio and support future growth. This will include examining the role of Council in housing provision.

TE TUKU HAEPAPA | DELEGATION

- 6 The Strategy, Operations and Finance Committee has delegation to consider this matter under section B.1. of the 2022-2025 Triennium Governance Structure and Delegations.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

- A. Receive the Kapiti Coast District Council Review of Older Persons Housing: Stage One Report. (Appendix One).
- B. Note the key findings of the Kapiti Coast District Council Review of Older Persons Housing: Stage One Report, with a separate report on findings from Stage Two of the review to be presented in December 2023. This would include discussion on considerations for the Long Term Plan if applicable.

TŪĀPAPA | BACKGROUND

- 7 Council provides a range of older persons housing throughout the Kapiti Coast with housing provided specifically to support eligible older persons to have access to affordable rental accommodation in the district.
- 8 The portfolio comprises 118 single-storey one-bedroom units that are fully owned and managed by the Council. A comprehensive review of the portfolio has not been undertaken for approximately 30 years and during that time the policy and funding settings for social and affordable housing in New Zealand have changed significantly. In addition, there have been significant changes in the way people live and the make-up of our communities.
- 9 During consultation on the 2021-41 Long-Term Plan, Council asked the community whether the identified community outcomes were the right priorities at this time. The priority with the most support was *'our people have access to suitable quality housing in Kāpiti so that they can live and thrive'*.
- 10 As part of driving affordable focused change, Council agreed that improving older persons housing would be a targeted action under the *"Implement the Housing Strategy"* priority for Council.
- 11 In May 2022, Council received the Kāpiti Coast Housing Needs Assessment. The Assessment identified that:
 - older people specifically have limited housing options in the district, with many existing options already well oversubscribed.
 - with the reduction in home ownership levels in the Kāpiti Coast, the portion of the community that will have the highest level of growth in renter households over the next 30 years will be those aged 65 plus.
- 12 The Kāpiti Coast District Council Housing Strategy, adopted by Council in May 2022 alongside the Housing Needs Assessment, identified the need for a review of the Council's Older Persons Housing portfolio. With the following specific action *"Review existing Council older person housing land and other Council land to see if additional social housing could be built"*.

HE KŌRERORERO | DISCUSSION

Stage 1 - Review Approach

- 13 The review of Council's Older Persons Housing (the Review) commenced in August 2023 with the purpose of the review being to understand:
 - a) Council's role in the provision of Older Persons Housing and options for the ongoing provision of this activity.
 - b) opportunities for growth of the current portfolio through the better use of existing sites.
 - c) the current asset and tenant management approach and identify the requirements for additional welfare and wrap-around services.
- 14 The Review has been split into two stages:

- 14.1 The first stage focuses on: reviewing 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.
- 14.2 The second stage, based on the outcomes of the stage one report, will then look into the future, identifying opportunities to grow the portfolio and consideration of future delivery model options that achieve the best outcome within current policy settings and help improve the financial sustainability of the portfolio.
- 15 The Property Group was commissioned through a competitive tender process to assist with this Stage One review. The following methodology was used to undertake this work:
 - 15.1 A review of the housing policy frameworks including the definition of the housing continuum and applicable housing strategies and policies that impact the district.
 - 15.2 A high-level assessment of older persons housing supply and demand from the district's housing business capacity assessment, Council's housing needs assessment, community housing registers, and community housing development pipeline.
 - 15.3 An analysis of available Council documentation and data in relation to the operation of the older persons housing units.
 - 15.4 Stakeholder engagement with key groups within the district including local advocacy groups, Community Housing Providers (CHPs), Ministry for Housing and Urban Development and Kāinga Ora.
 - 15.5 Identification of gaps, if any, in the current service provision.
 - 15.6 Development of site evaluation criteria to rank/prioritise the sites to understand which sites would be suitable for future investment.
 - 15.7 Site specific assessment on highest ranking site including RMA planning review, yield estimate through bulk and location, preliminary feasibility assessment and development recommendations.
- 16 Based on this approach The Property Group identified seven key findings in stage one, which are outlined as follows:
 - 16.1 *There is a growing unmet demand for affordable and accessible housing for older people in the district.*
 - 16.1.1 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).
 - 16.1.2 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'.
 - 16.1.3 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 anticipated wait times, accessibility issues with the units, and other perceived barriers. Consequently, some of these people are leaving the district to find more affordable housing options.
 - 16.2 *Council's older persons housing portfolio is targeting a group that are currently overrepresented in social housing demand.*
 - 16.2.1 Council's portfolio is the only social 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 housing register and it is anticipated the demand is higher than reported.

16.2.2 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.

16.2.3 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.

16.3 The portfolio is not fully meeting the accessibility needs of older people.

16.3.1 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.

16.3.2 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.

16.3.3 There are also limited housing options provided by others in the district for these people. Other housing providers, including Kainga Ora and CHPs also do not provide many accessible units.

16.3.4 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. Further options were explored but were not viable with the current portfolio.

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

16.4.1 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.

16.4.2 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 or those that are more able.

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

16.5 The current operating model is not financially sustainable without ongoing rates-based funding.

16.5.1 The portfolio is not self-funding. Currently the Council's revenue and financing policy is to subsidise rent with rates by 25 – 40% because it is recognised that there are some benefits to the community from the provision of these homes. The settings and structure of this policy could be revisited.

16.5.2 Under this policy it is estimated that Council is renting each of its units for an average of \$123 less per week than what could be charged for the same properties on the open market.

16.5.3 On this basis, Council is forecast to forego a total of \$752,976 in the 22/23 financial year. This is also in part due to the portfolio's rents being capped at 30% of household income.

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

- 16.6.1 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.
- 16.6.2 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.
- 16.6.3 Other models of managing the portfolio, could allow Council to access additional funding to support the financial sustainability of the portfolio and reduce the reliance on rate-based funding.
- 16.7 Strategic asset management needs to align with the long-term strategy for the portfolio.
 - 16.7.1 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). This sunk cost should be taken into account if the future investment profile of the portfolio is to be revisited.
- 17 It is important to note that The Property Group have confirmed that they found Council staff were effectively managing the existing portfolio. They did however note that there were some opportunities for improvement that would assist in the short term, these included:
 - 17.1 Better tracking of the demand for older persons housing as the current register is not a true reflection of actual demand.
 - 17.2 Reviewing the current policy settings for rent reviews and allocation system to ensure potential rental income is maximised in accordance with current settings, and policies are transparent and meet the need.
 - 17.3 Proactively working with Mana Whenua to better understand need in the community, and to better reflect aspects of Te Ao Māori.
- 18 As outlined above, the second stage of the review will build on work completed in the stage one report. Stage two 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. This will include financial and qualitative analysis against retaining the status quo approach; and also examine the role of Council in housing provision for this and other groups.

He take | Issues

- 19 Key findings from the stage one report identify and discuss several challenges and/or concerns around the current state of access to affordable housing for older people; and around provision of social housing for this group.

Ngā kōwhiringa | Options

- 20 No options are presented in this paper. Options will be tabled through the stage two report, which will outline benefits and risk of the different approaches, including Council's role in providing social housing directly to this group.

Mana whenua

- 21 Council continues to proactively partner with local iwi and hapū on the Kāpiti Coast District represented by Te Rūnanga O Toa Rangātira, Ngā Hapū o Ōtaki and Āti Awa ki

Whakarongotai Charitable Trust, in relation to the implementation of the Housing Strategy. This has included the establishment of Te Urunga Whakakāinga, a Place-Based Housing Steering Group with representation from the Ministry for Housing and Urban Development, Kāinga Ora and Te Puni Kokiri.

- 22 Council is working with The Property Group to ensure that there is consultation and discussion with iwi throughout the review processes, with opportunities already identified for greater cooperation in the delivery of the service to better understand need in the community, and to better reflect aspects of Te Ao Māori.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

- 23 As part of the review, The Property Group are assessing the existing properties to understand any current issues as well as opportunities for expansion of the portfolio. This includes an assessment of climate change or environmental issues (specifically, flooding and tsunami risk) that need to be considered in the delivery or expansion of services.
- 24 The assessment also looks to understand the needs of the tenants, in terms of the facilities provided but also their need to access other services and amenities. These have been determining factors when reviewing which sites present the best option for expansion or redevelopment with higher ratings for those sites in close proximity to town centres and public transport.
- 25 Any discussion in relation to improvements to the portfolio to make the properties more environmentally efficient will be included in the discussion on the portfolio asset management plan.

Ahumoni me ngā rawa | Financial and resourcing

- 26 Any financial and resourcing implications of this review will be discussed in the stage two report, which will outline the different approaches in detail.

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

- 27 There are no legal or organisational risks from this report. Any legal and organisation risk will be discussed in the stage two report.

Ngā pānga ki ngā kaupapa here | Policy impact

- 28 There are no policy impacts from this report. Any impact will be discussed in the stage two report.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

Te mahere tūhono | Engagement planning

- 29 An engagement plan has been developed to support this review. This includes engagement with key partners, stakeholders, the community and the existing residents of the units.
- 30 As outlined in the attached report there has already been significant engagement with different partners and stakeholders, this includes various government agencies, other sector participants, residents and various community groups.
- 31 In addition, regular letter drops are made to residents to ensure that they remain informed of the process and have the opportunity to contribute to the review.

Whakatairanga | Publicity

- 32 A communications plan has been developed to support communications with the community partners and stakeholders about this matter.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Older Persons Housing Review Milestone One Report - The Property Group (under separate cover) [↗](#)

8.7 ASSET MANAGEMENT PLAN HOUSING FOR OLDER PERSONS

Kaituhi | Author: **Claire Winter, Contractor to Kāpiti Coast District Council**

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

TE PŪTAKE | PURPOSE

1. To seek the Strategy, Operations and Finance Committee's approval of the Asset Management Plan, Housing for Older Persons in order to inform discussions around the Long-Term Plan 2024.

HE WHAKARĀPOPOTO | EXECUTIVE SUMMARY

2. An executive summary is not required for this report.

TE TUKU HAEPAHA | DELEGATION

3. The Strategy, Operations and Finance Committee has the authority to receive this report under section C.1. of the Governance Structure and Delegations 2022-2025.

TAUNAKITANGA | RECOMMENDATIONS

That the Strategy, Operations and Finance Committee:

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

TŪĀPAPA | BACKGROUND

4. Asset management planning is critical for the delivery of sustainable outcomes for our communities and a major driver for many government reforms is asset failure. While Council's own asset management for horizontal infrastructure is generally sound, there is a need to improve asset management planning for our vertical and green infrastructure.
5. This is the third in a series of asset management plans of community facilities being presented to Council.
6. A summary of the draft Asset Management Plan (AMP) was presented to the Strategy, Operations and Finance Committee on 12 October 2023. This AMP is focussed on the Council's existing assets and does not contemplate strategic realignment of the portfolio, which is the subject of a separate but related piece of work (Review of Older Persons Housing).
7. This AMP sets out to describe:
 - The existing assets and their condition.
 - Current and future levels of service.
 - Demand management, particularly around growth and identified need in the district.
 - Lifecycle analysis including capital and operating costs.
 - The financial implications of owning and operating this asset class.

HE KŌRERORERO | DISCUSSION

8. The draft AMP is enclosed.
9. Some key considerations for the committee include:

- The assets are aging and do not always reflect modern lifestyles.
 - The internal refurbishments programme, which is on-going, has addressed much of the deferred internal renewals.
 - The greatest demand for housing for older persons is in Paraparaumu at present.
 - While internal refurbishments have brought the completed units up to an acceptable standard, there are external and grounds renewals required.
10. Key investments have been identified such as solar panel installations, fencing renewals, grounds lighting upgrades for improved security, and double glazing.

He take | Issues

Ngā kōwhiringa | Options

Mana whenua

11. The review is exploring opportunities to better understand how Council can meet housing needs for mana whenua.

Panonitanga Āhuarangi me te Taiao | Climate change and Environment

12. Adaptation. Where housing units are in flood, liquefaction, or tsunami zones there are obvious consequences for asset planning - these are covered in the AMP.
13. Mitigation. The Council is sensitive to the carbon demand of owning and operating all its buildings. Carbon is a consideration prior to upgrade or renewal, and the ongoing operations of housing provision.

Ahumoni me ngā rawa | Financial and resourcing

14. All financial decision are processed through the Long-Term plan.

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

15. Good asset management is a control for risks identified in the Council's risk framework:

Ngā pānga ki ngā kaupapa here | Policy impact

16. There are no policy impacts.

TE WHAKAWHITI KŌRERO ME TE TŪHONO | COMMUNICATIONS & ENGAGEMENT

17. There is no specific communication or engagement planned for this AMP. The Long-Term Plan is the appropriate vehicle for this to occur.

Te mahere tūhono | Engagement planning

18. See item 17.

Whakatairanga | Publicity

19. See item 17.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Asset Management Plan Housing for Older Persons (under separate cover) ➡

9 TE WHAKAŪ I NGĀ ĀMIKI | CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES

Author: Anna Smith, Senior Democracy Services Advisor

Authoriser: Kris Pervan, Group Manager Strategy & Growth

Taunakitanga | Recommendations

That the minutes of the Strategy, Operations and Finance Committee meeting of 14 September 2023 be accepted as a true and correct record.

NGĀ ĀPITI HANGA | ATTACHMENTS

1. Strategy, Operations and Finance Committee minutes - 14 September 2023 [↓](#)

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

14 SEPTEMBER 2023

MINUTES OF THE KĀPITI COAST DISTRICT COUNCIL
STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
HELD IN THE COUNCIL CHAMBER, GROUND FLOOR, 175 RIMU ROAD, PARAPARAUMU
ON THURSDAY, 14 SEPTEMBER 2023 AT 9.41AM

PRESENT: Cr Sophie Handford, Cr Liz Koh, Mayor Janet Holborow, Deputy Mayor
Lawrence Kirby, Cr Martin Halliday, Cr Jocelyn Prvanov, Cr Shelly Warwick,
Cr Nigel Wilson, Cr Kathy Spiers, Ms Kim Tahiwī (Ngā Hapū o Ōtaki)

IN ATTENDANCE: Mr Darren Edwards, Mr Sean Mallon, Mrs Janice McDougall, Ms Kris Pervan,
Mr Mark de Haast, Mr Simon Black, Mr Bede Laracy, Mr Michael Moore, Mr
Glen Olsen, Ms Steffi Haefeli, Ms Kate Coutts, Ms Anna Smith, Ms Jessica
Mackman, Mr Evan Dubisky, Ms Angela Bell, Mr Doug Simpson, Ms Gina
Anderson-Lister, Mr Mike Mendonça

WHAKAPĀHA | APOLOGIES: Cr Glen Cooper, Mr André Baker (Ātiawa ki Whakarongotai)

LEAVE OF ABSENCE: Cr Rob Kofoed

1 NAU MAI | WELCOME

The Chair welcomed everyone to the meeting.

2 KARAKIA A TE KAUNIHĒRA | COUNCIL BLESSING

Kim Tahiwī read the Council blessing.

3 WHAKAPĀHA | APOLOGIES

COMMITTEE RESOLUTION SOF2023/47

Moved: Cr Sophie Handford
Seconder: Mayor Janet Holborow

That the apologies received from Cr Kofoed, Cr Cooper, and Mr André Baker be accepted.

CARRIED

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

There were no declarations of interest relating to items on the agenda.

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

There were no members of the public present who wished to speak to the meeting.

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

14 SEPTEMBER 2023

6 NGĀ TAKE A NGĀ MEMA | MEMBERS' BUSINESS

- (a) There were no leave of absence applications raised during the meeting.
- (b) There were no matters of an urgent nature raised with the Chair prior to the commencement of the meeting.

7 HE KŌRERO HOU | UPDATES

Nil

8 PŪRONGO | REPORTS

8.1 LOCAL GOVERNMENT FUNDING AGENCY'S STATEMENT OF INTENT 2023-26 AND ANNUAL REPORT 2022-23

The Chair welcomed Jing Zhou, Chief Financial Officer, to the table. The report was taken as read. Via Zoom, Andrew Michl and Mark Butcher from Local Government Funding Agency introduced a presentation and answered questions from members.

COMMITTEE RESOLUTION SOF2023/48

Moved: Cr Nigel Wilson
Seconder: Cr Shelly Warwick

That the Strategy, Operations and Finance Committee notes the contents of the Local Government Funding Agency's Statement of Intent 2023-26 and Annual Report to 30 June 2023.

CARRIED

8.2 VISION KĀPITI, AND DESIGN OF THE OUTCOMES FRAMEWORK

The chair welcomed Angela Bell, Chief Advisor Strategy and Growth to the table. The report was taken as read. Kris Pervan, Group Manager Strategy and Growth, and Angela Bell answered questions from members.

COMMITTEE RESOLUTION SOF2023/49

Moved: Mayor Janet Holborow
Seconder: Cr Jocelyn Pervanov

- A. **Note** the content of this paper in developing the refreshed Kāpiti Outcomes Framework, and updating the Strategy, Operations and Finance Committee on Vision Kāpiti actions including the new Engagement Hub.
- B. **Endorse** that the Outcomes Framework be supported by a smaller suite of measures to help monitor progress towards our outcomes, and new assessment tools including Productivity and Social Return on Investment which are discussed in this paper.
- C. **Note** that due to resource constraints this work is being progressed in a phased approach, and that staff will bring the proposed Outcomes Framework and performance measures for further discussion in a workshop in November 2023 and in subsequent periods in 2024/25.

CARRIED

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

14 SEPTEMBER 2023

The meeting was adjourned at 10:25 am.

The meeting resumed at 10:37 am.

8.3 CLIMATE CHANGE AND RESILIENCE STRATEGY - THINK TANK

The Chair welcomed Gina Anderson-Lister, Strategy Manager, and Doug Simpson, Principal Advisor Strategy, to the table. Kris Pervan, Group Manager Strategy, and Growth spoke to the report, and noted that, ahead of the meeting, Ngā Hapu o Ōtaki had proposed a minor change to the Terms of Reference. Kris Pervan and Doug Simpson answered members' questions.

COMMITTEE RESOLUTION SOF2023/50

Moved: Cr Jocelyn Prvanov

Seconder: Deputy Mayor Lawrence Kirby

That the Strategy, Operations and Finance Committee:

- A. **Note** that the Climate and Environment Subcommittee recommended establishing the Climate Change and Resilience Community Think Tank (CRCTT) and its Terms of Reference at its meeting in August 2023.
- B. **Endorse** establishing the CRCTT and **approve** the proposed Terms of Reference attached in Appendix One.
- C. **Note** that the first meeting of the CRCTT is proposed for October 2023, and expressions of interest for the Think Tank will be advertised following this meeting if Recommendation B is approved.
- D. **Delegate** the Chair of Strategy, Operations and Finance Committee and Cr Prvanov to amend and approve minor changes to the Terms of Reference to incorporate feedback from Ngā Hapu o Ōtaki and Councillors.

CARRIED

9 TE WHAKAŪ I NGĀ ĀMIKI | CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES

COMMITTEE RESOLUTION SOF2023/51

Moved: Mayor Janet Holborow

Seconder: Deputy Mayor Lawrence Kirby

That the minutes of the Strategy, Operations and Finance meeting of 24 August 2023 be accepted as a true and correct record.

CARRIED

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

Nil

STRATEGY, OPERATIONS AND FINANCE COMMITTEE MEETING
MINUTES

14 SEPTEMBER 2023

The Rautaki, Whakahaere, me te Ahumoni | Strategy, Operations and Finance Committee
meeting closed at 11:09am.

.....
HEAMANA | CHAIRPERSON

Unconfirmed

10 CLOSING KARAKIA