



NAPIER
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Te Kaunihera o Ahuriri

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NAPIER PEOPLE AND PLACES COMMITTEE

Open Agenda

Meeting Date: Thursday 28 April 2022

Time: 9.00am

Venue: Ocean Suite
East Pier
50 Nelson Quay
Napier

Livestreamed via Council's Facebook site

Committee Members Councillor Boag (In the Chair), Mayor Wise, Deputy Mayor Brosnan, Councillors Browne, Chrystal, Crown, Mawson, McGrath, Price, Simpson, Tapine, Taylor and Wright

Officer Responsible Director Community Services

Administration Governance Team

**Next Napier People and Places Committee Meeting
Thursday 9 June 2022**

ORDER OF BUSINESS

Karakia

Apologies

Tania Wright

Conflicts of interest

Public forum

Nil

Announcements by the Mayor

Announcements by the Chairperson including notification of minor matters not on the agenda

Note: re minor matters only - refer LGOIMA s46A(7A) and Standing Orders s9.13

A meeting may discuss an item that is not on the agenda only if it is a minor matter relating to the general business of the meeting and the Chairperson explains at the beginning of the public part of the meeting that the item will be discussed. However, the meeting may not make a resolution, decision or recommendation about the item, except to refer it to a subsequent meeting for further discussion.

Announcements by the management

Confirmation of minutes

That the Minutes of the Napier People and Places Committee meeting held on Thursday, 17 March 2022 be taken as a true and accurate record of the meeting.....148

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Minor matters not on the agenda – discussion (if any)

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AGENDA ITEMS

1. VISITOR INFORMATION CENTRE S17A REVIEW

<i>Type of Report:</i>	Operational
<i>Legal Reference:</i>	Local Government Act 2002
<i>Document ID:</i>	1423323
<i>Reporting Officer/s & Unit:</i>	Steve Gregory, Manager Business & Tourism

1.1 Purpose of Report

The purpose of this report is to receive the recommendations of the S17A service delivery review of the Napier Visitor Information Centre and Par2 Mini Golf, and to approve to proceed with the development of a business case investigating development options for a Tier 1 Visitor Information Centre and Tourism Hub for consideration in the 2024/25 Long Term Plan.

Officer's Recommendation

The Napier People and Places Committee:

- a. **Approve** the S17A i-SITE service delivery review and recommendations
- b. **Approve** the development of a business case for a Tier 1 Visitor Information Centre for consideration in the 2024/25 Long Term Plan
- c. **Approve** investigation of building options to accommodate a Tier 1 Visitor Information Centre (remediate, redevelop or new build) for consideration in the 2024/25 Long Term Plan.

1.2 Background Summary

Morrison Low was commissioned by Napier City Council (NCC) to review the delivery of the Napier i-SITE Visitor Information Centre (Visitor Centre) and Par2 Mini Golf (Par2) in accordance with the requirements of Section 17A of the Local Government Act 2002.

The review looked at the performance of the current service delivery model and evaluated a range of other potential service delivery arrangements. The review undertook an assessment of the current arrangements and, through review of documentation and discussion with key staff, were able to understand the current issues and potential opportunities and the options available for future delivery.

Both the Visitor Centre and Par2 are owned and operated by NCC under the Community Services Directorate. The Visitor Centre has been heavily impacted by COVID-19, in particular with the loss of cruise ship visitors. With the opening up of borders it is anticipated Napier will again see the commencement of cruises coming into the Port of Napier for the 2022/23 summer season.

1.2.1 Napier Visitor Information Centre

The Napier Visitor Information Centre has been located on the Marine Parade for about forty years and provides visitor information for the people of Napier, Hawke's Bay and for visitors, both domestic and international.

The Visitor Information Centre includes space to meet and talk to specialist consultants, an area dedicated to information and brochures about local businesses and tourism operators, and a gift shop. Functions of the Visitor Centre include:

- i-SITE visitor information – provides expert advice and booking services for both locals and visitors on accommodation, events, travel and tour bookings
- Cruise passenger support (no business currently due to COVID-19)
- Department of Conservation (DOC) enquiries including hut and Great Walk bookings and permits
- Public toilets and showers (not operated by the Visitor Centre but within the footprint of the building).

The Visitor Information Centre business has contributed in the order of \$16 million (2017) to the regional economy. The pre-COVID business model generated 6% growth annually and with innovative revenue generation the business was considered sustainable.

1.2.2 Par2 Mini Golf

The Par2 Mini Golf is located immediately adjacent to the Visitor Information Centre and has two 18-hole courses, providing an anchor attraction to Marine Parade for visitors.

Complementing the Visitor Information Centre, the Par2 Mini Golf generates consistent annual net profit back to the community and has 6% growth annually with no downturn in revenue as a result of COVID-19.

A condition assessment of the Par2 Mini Golf building was completed in 2020. Provision has been made for renewal of the artificial green in 2026 (2021-31 LTP).

Although the Mini Golf is a popular activity, the existing courses are considered to be out of date. They have not changed since construction. Player numbers are good and have trended up slightly year on year, but the potential of the site is greater and development is essential to ensure locals continue to return. The profitability of the facility supports investment.

1.2.3 i-SITE National Network Review

In 2019, the i-SITE New Zealand Board initiated the Future Network Strategy, to identify measures that would make the network more relevant to visitors, owners and other stakeholders, including the communities that the centres operate in. The outcomes of that programme of work were considered in a national i-SITE business case completed in July 2021.

The business case found that standards and levels of service are inconsistent and there is a lack of long term planning for sustainability, capital investment for improvements, standardisation and digital strategy. The recommended preferred way forward is a Tiered Network Model.

- Tier 1 locations would be concept stores in key locations. These would choose to meet higher membership requirements under an amended Visitor Information Network (VIN) Incorporated constitution and co-invest with the government in an internal upgrade to provide an enhanced visitor experience. They would continue to be members of VIN Incorporated.

- Tier 2 locations would operate under a secondary brand, with lower membership commitments to reflect their ongoing investment. They would not be members of VIN Incorporated but would operate under a license agreement.

The two Tiers would work in partnership and be closely aligned. Tier 1 concept stores would work closely with the Tier 2 locations, with each promoting each other to customers. In principle, NCC has indicated that operation as a Tier 1 facility would be the preferred way forward for the Napier Visitor Centre.

1.2.4 Location

Following the Challenge Workshop held 25 November 2021 with officers and Councillor representatives, the options for location were further assessed by NCC. Whilst the option for the development of a Tourism Hub was agreed as the future direction of the Visitor Centre, the workshop identified the need to further explore alternative options to the current site.

NCC considered a number of alternative sites, scoring each option against:

- Accessible spaces
- Ease of development
- Appropriate city activation
- Connectivity
- Displacement effects.

From the assessment, the two preferred locations were:

1. The Napier Visitor Centre (current site)
2. Conservation House, Department of Conservation building, Marine Parade (Property owner: Mana Ahuriri)

The assessment is included in an appendix to the S17A review and scores the current site slightly higher than Conservation House, primarily based on the ability to provide suitable space and flexibility for the proposed activity/ies and the ease of development. This more detailed assessment supports the findings of the S17A assessment.

1.3 Issues

1.3.1 COVID19 Impact

Border closures as a result of COVID-19 has meant virtually zero international tourism to Napier since March 2020.

Prior to the pandemic, Hawke's Bay typically welcomed approximately 72 cruise ships and 100,000+ visitors over the summer. Cruise ships to the Port of Napier in the past (years ending June 2018, 2019 and 2020) have led to local expenditure in excess of \$25 million.

Both facilities were closed for eight weeks from the day COVID-19 alert level 4 came in to effect and re-opened at alert level 2 with increased health and safety measures and a robust contact tracing process.

Since the return to business after the March-May 2020 lockdown the Visitor Information Centre has performed well against a newly set post Covid-19/lockdown budget but compared to 2019 turnover and visitor numbers are well down. Par2 has performed far better than the post COVID-19/lockdown budget and when compared to 2019 in both turnover and player numbers.

Figures actually show an increase in visitor numbers for the Par2 for 2020/21. Whilst the pandemic has had a significant negative impact on the tourism industry, the international borders re-opening mean the industry has growing confidence that some cruise operators will commence in New Zealand for the 2022/23 summer season.

1.3.2 Building Condition Assessment

A condition assessment of the Visitor Centre building was completed in 2020. The roof was identified as being in need of replacement and has been provided for in the 2021-31 LTP. Other works required over the next 10 years include weather tightness improvements, replacement of ventilation fans and painting of interior walls. With renewals work having been deferred in recent years, a more recent condition assessment of the buildings has identified the need to address some of the remedial work urgently. Preliminary estimates for the urgent remedial work is approximately \$100,000 and can be covered through reprioritisation of current capital expenditure budget.

The current building needs upgrading to meet future demand and changes in level of service expectations. Current building challenges include inadequate space and a lack of modern digital technology. The facility could also better make use of its views over the sea and proximity to the CBD and the sea. It is considered that the development of a 'Tourism Hub' may address the changing needs and should be investigated by way of a business case confirming any case for change.

1.4 Significance and Engagement

N/A

1.5 Implications

Financial

Visitor Information Centre

The Visitor Centre operates at a loss and is funded through rates and user fees.

- Revenue: For 2021 \$190K against expenses of \$696K
- Economics: Rating policy target is 30% Rates and 70% Fees & Charges.
 - At April 2021: 73% rates and 27% fees & charges
 - 2020: 50% rates and 50% fees & charges
 - 2019: 45% rates and 55% fees & charges.

Efficiencies in merging the Visitor Information Centre and Par 2 Mini Golf cost centres will be realised through labour efficiencies and operating overheads, but this will only be recognised if the two operated out of the same building with just a single entrance. This point supports the development of a new tourism hub building.

Par2 Mini Golf

The Par2 Mini Golf operates at a profit, some of which arguably offsets the losses of the i-SITE given the sharing of resources between the activities.

- Revenue: For 2021 \$421K against expenses of \$261K
- Economics: Operating costs self-funded – profitable.

Tier 1 Visitor Centre

Tourism NZ has proposed they will match 50/50 for any investment for Tier 1 sites for rebranding and fit out. It is estimated the Napier Visitor Centre will require \$250,000.

Upgraded facility – Tourism Hub

The S17A recommendations for the upgraded facility (re-build) to support a tourism hub will enable additional revenue streams potentially including a café, ancillary tenants etc. Investigations into the development of a Tourism Hub will need to be confirmed through the development of a business case.

Remedial Work – Building Condition Assessment

Preliminary costs of remedial work has been estimated at \$100,000 but it is noted that this may increase as further issues are identified while remedial work is carried out. The current remedial programme has been estimated to prolong the assets life for a further ten year period.

Social & Policy

NA

Risk

The Napier Visitor Centre is seen as the gateway information centre to the Hawke's Bay region which supports the importance of having Napier as a Tier 1 Visitor Centre. If Napier Visitor Centre is not a Tier 1 site, the city and region will lose a presence and active footprint within the national network and marketing influence from Tourism New Zealand promoting our region to domestic and international visitors.

With the international borders opening up to the world it is anticipated from the industry that cruise ships will come back to the Napier Port for the 2022/23 summer season and once again start contributing to the Napier and Hawke's Bay economy. The current location has supported a positive platform for the economic benefit to be felt across the region. If the i-SITE was moved to an alternative location there is the possibility of a detrimental effect to cruise day operations. This could negatively impact the economic benefit the Visitor Centre generated in pre-COVID years (\$16 million in 2017 economic assessment), and the wider \$25 million benefit felt in the last 2019/20 cruise season.

Building a tourism hub in the current location will enhance and grow the Visitor Information Centre revenue ability and economic benefit to Napier and Hawke's Bay. Further a new build would support the Tier 1 model but also eliminate what appears to be a growing remedial programme for the current visitor information centre. The current remedial programme is estimated to only prolong the current asset for a further estimated ten year period, resulting in further capital investment in future years.

1.6 Options

The options available to Council are as follows:

- a. Approve the S17A service delivery review recommendations:
 - i. To retain the Visitor Information Centre but to upgrade the facility as a 'Tourism Hub' to provide for additional revenue streams, attracting visitors to the Visitor Centre and Par2 through a quality and efficient service and subsequently supporting visitor spend across Napier and the Hawke's Bay region.
 - ii. To combine the Par2 Mini Golf with the Visitor Information Centre as one activity with one cost-centre for increased operational efficiencies.
 - iii. Dependant on the outcome of the final National i-SITE Business Case, operate the Visitor Information Centre as a 'Tier 1' facility.
 - iv. The current location is preferred, being accessible, highly visible, and central to the Napier tourism and waterfront area and has easy wayfinding for visitors, **and**

- b. Develop a business case using the 5-case Better Business Case methodology to support investment for consideration in the 2024/25 LTP
 - i. Develop indicative concept designs and cost estimates
 - ii. Identify potential for revenue generation with an upgraded facility
 - iii. Further assessment of the two potential locations (current site and Conservation House to determine the preferred site)
 - iv. Investigate building options to accommodate a Tier 1 Visitor information Centre – remediate, redevelop or new build
 - v. Identify and engage with key stakeholders / partners, **or**
- c. Maintain the status quo and become an independent Visitor Information Centre.

1.7 Development of Preferred Option

This S17A review has confirmed that NCC should continue to provide a Visitor Information Centre but there is a need to invest in a new/upgraded facility. The current facility requires significant repairs and needs to be better set up for modern tourism and visitor requirements.

The preferred option is to approve the S17A recommendations and the subsequent development of a business case to support investment for consideration in the 2024/25 LTP. As part of that, the following should be considered:

- Develop indicative concept design and cost estimates
- Identify potential for revenue generation with an upgraded facility
- Further assessment of the two potential locations (current site and Conservation House to determine the preferred site)
- Investigate building options to accommodate a Tier 1 Visitor information Centre – remediate, redevelop or new build
- Identify and engage with key stakeholders/partners.

1.8 Attachments

- 1 S17A Report - NCC Visitor Information Centre (DOC ID: 1456699) [↓](#)



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Napier i-SITE Visitor information Centre & Par2 Mini Golf Section 17A review February 2022

Document status

Ref	Approving Director	Date
Client Draft 1	Alice Grace	January 2022
Client Draft 2	Alice Grace	January 2022
Final	Alice Grace	February 2022

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Executive summary

Overview

Morrison Low was commissioned to review the delivery of the Napier i-SITE Visitor Information Centre (Visitor Centre) and Par2 MiniGolf (Par2) for Napier City Council (NCC) in accordance with the requirements of Section 17A of the Local Government Act 2002.

Both the Visitor Centre and Par2 are owned and operated by NCC under the Community Services Directorate.

The review looked at the performance of the current service delivery model and considered and evaluated a range of other potential service delivery arrangements. We undertook an assessment of the current arrangements and, through review of documentation and discussion with key staff, were able to understand the current issues and potential opportunities and the options available for future delivery. Assessment criteria for options were agreed with NCC.

Why are we doing this?

The Visitor Centre has been heavily impacted by Covid-19, in particular with the loss of cruise ship visitors. This together with a change in behaviour and the way people use visitor centres (with more information being accessed online) has meant that the current arrangements are now considered unsustainable.

National Context

A national review of i-SITES was conducted by the i-SITE New Zealand board in 2021 with a proposed tier system of facilities moving forwards.

Pre-Covid, centres across the network were used by over 700,000 international holiday visitors each year with a total of \$57.4m per year generated in travel sales booked through the centres.

However, even before the Covid-19 pandemic, a number of i-SITES had already closed, visitor numbers were trending down, visitor spending had significantly reduced due to direct booking competition and there were rising operational costs. It has been recognised that the way the network operates needs to change as visitor markets are changing.

The recommended preferred way forward based on the long list of options is a Tiered Network Model; Tier 1 locations would be concept stores in key locations with Tier 2 locations operating under a secondary brand, with each promoting each other to customers.

In principle, NCC has determined that operation as a Tier 1 facility would be the preferred way forward for their Visitor Centre.

Development and assessment of options

A long-list of options was identified for the delivery of the Napier Visitor Centre. These were assessed on a pass / fail basis against Strategic Objectives and Critical Success Factors (CSF).

Any option that failed against any Strategic Objective or CSF was excluded from further consideration.



Options that passed were then shortlisted for scoring against the strategic objectives as well as financial and non-financial assessment criteria. These were considered alongside options for the Par2 MiniGolf, National i-SITE options and Visitor Centre location to identify the overall preferred way forward.

Preferred options

Whilst the pandemic has had a significant negative impact on the tourism industry, it is anticipated that cruise ships and visitors will return. In the meantime, we have an opportunity to plan and prepare for an improved future service delivery.

The overall preferred option is to retain the Visitor Centre, upgraded as a Tourism Hub, in its current location with the Par2 MiniGolf operating alongside it as part of the same cost-centre.

The impact of Covid-19 together with a change in behaviour and the way people use visitor centres (with more information being accessed online) has meant that the status quo is no longer a sustainable business model. The building would also still require significant investment due to its condition with no added benefit.

Specific to each element of the review, the preferred options are:

- To retain the Visitor Centre but to upgrade the facility as a 'Tourism Hub' to provide for additional revenue streams, attracting visitors to the Visitor Centre and Par2 through a quality and efficient service and subsequently supporting visitor spend across Napier and the Hawkes Bay region.
- To combine the Par2 MiniGolf with the Visitor Centre as one activity with one cost-centre for increased operational efficiencies.
- Dependent on the outcome of the final National i-SITE Business Case, operate the Visitor Centre as a 'Tier 1' facility.
- The current location is preferred, being accessible, highly visible, central to the Napier tourism and waterfront area and has easy wayfinding for visitors.



Figure 1 Preferred option for Visitor Centre



Next Steps

This S17A review has confirmed that NCC should continue to provide a Visitor Centre but there is a need to invest in a new facility. The current facility requires significant repairs and needs to be better set up for modern tourism.

The first step for a new facility would be a business case to support investment. As part of that, the following should be considered:

- Develop indicative concept design and cost estimates.
- Identify potential for revenue generation with an upgraded facility.
- Further assessment of the two potential locations (current site and Conservation House to determine the preferred site).
- Identify and engage with key stakeholders / partners.

NCC also needs to formalise any arrangements for the national i-SITE network, depending on the final outcome from the national review.



1 Introduction

Morrison Low was commissioned by Napier City Council (NCC) to review the delivery of the Napier i-SITE Visitor Information Centre (Visitor Centre) and Par2 MiniGolf (Par2) in accordance with the requirements of Section 17A of the Local Government Act 2002.

The review looked at the performance of the current service delivery model and considered and evaluated a range of other potential service delivery arrangements. We undertook an assessment of the current arrangements and, through review of documentation and discussion with key staff, were able to understand the current issues and potential opportunities and the options available for future delivery.

Both the Visitor Centre and Par2 are owned and operated by NCC under the Community Services Directorate.

The Visitor Centre has been heavily impacted by Covid-19, in particular with the loss of cruise ship visitors. This together with a change in behaviour and the way people use visitor centres (with more information being accessed online) has meant that the current arrangements are now considered unsustainable.



2 Service delivery reviews

2.1 Section 17A

Service delivery reviews are a legislative requirement under s17A of the Local Government Act 2002 (the Act) which states:

“A local authority must review the cost-effectiveness of current arrangements for meeting the needs of communities within its district or region for good-quality local infrastructure, local public services and performance of regulatory functions.”

The Act goes on to specify that a review must be undertaken in the following circumstances:

- When a significant change to the level of service is proposed
- Within two years of a contract or binding agreement expiring
- At any other time, but no less than six years following the last review.

Where a review is required to be undertaken, as a minimum, the review must consider the following:

- Governance and funding by:
 - Council alone; or
 - In a shared governance arrangement with one or more other local authorities.
- Service delivery by:
 - The local authority (i.e., in-house)
 - A CCO owned by the local authority or jointly owned with another shareholder (e.g. another local authority or private party)
 - Another local authority (e.g. through a shared service arrangement); or
 - Another person or agency (e.g. outsourced contract or by opting out).

It is important to note that a Section 17A service delivery review is not a review of the current levels of service, an organisational review of the teams delivering the services or a detailed assessment of the processes used by the teams. Those matters are outside of the requirements of Section 17A.

2.2 Service delivery optimisation

Section 17A of the Act is focused on the overall service delivery mechanism for each council activity that delivers local infrastructure, local public services, or the performance of regulatory functions.

For services delivered in-house, the local authority is expected to continually be seeking opportunities to increase the effectiveness and efficiency of the service delivery including through opportunities to work collaboratively with other local authorities. This is summarised in Figure 2 below.



Service delivery options vs optimisation

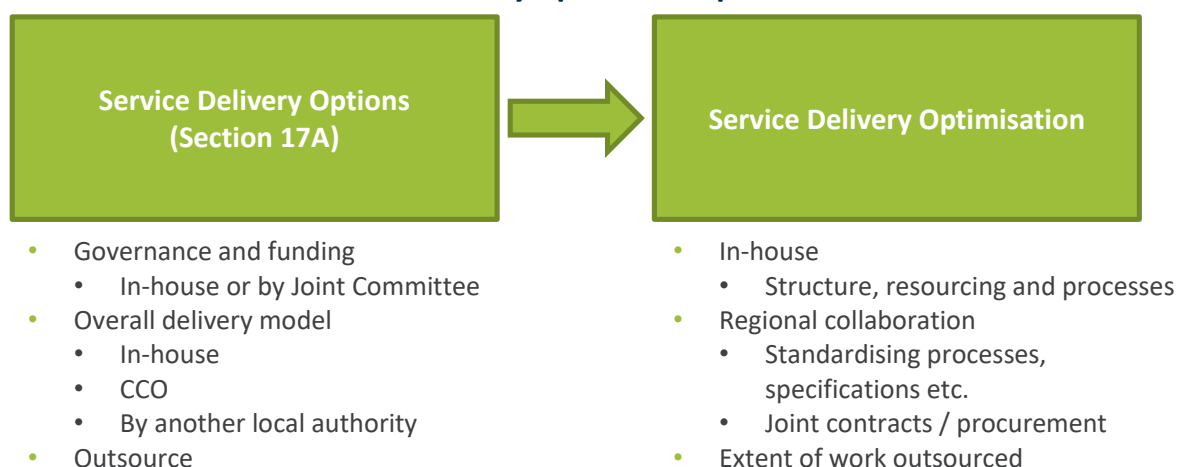


Figure 2 Ongoing service delivery optimisation after a Section 17A review

2.3 Funding

Section 17A specifies the service delivery and governance options that need to be considered but is less prescriptive about funding options.

The focus of Section 17A is on service delivery and decisions regarding funding are not a key decision-making variable when looking at service delivery options. Regardless which service delivery model is accepted, the funding options remain the same and are continually assessed and refined as part of regular service optimisation reviews, when changes to service are proposed (e.g. as part of the Long Term Plan) or when Council reviews its revenue and financing policy. For this reason, this Section 17A review focuses on service delivery options and the associated governance options, with funding options being optimised as part of the implementation of the preferred service delivery option.

The Visitor Centre is currently funded through a mixture of sources including:

- Fees and charges (e.g. booking fees, Par2 entry fees, retail)
- General rates
- Debt funding (e.g. for capital works)
- Alternative funding sources such as government contributions or grants



3 i-SITE National Network Review

i-SITE New Zealand is the official visitor information network with over 60 i-SITE Visitor Centres around New Zealand, providing international visitors, domestic travellers and locals with comprehensive, up to date information and a New Zealand-wide booking service for activities, attractions, accommodation and transport since 1990.

The i-SITE brand is managed by Tourism New Zealand and accredited members (including the Napier i-SITE Visitor Information Centre) must meet standards in staff training, professionalism and information technology. Each i-SITE is individually owned and operated with funding through booking fees, retail sales and other income, supported by local government.

Pre-Covid, centres across the network were used by over 700,000 international holiday visitors each year and collectively assisted with 7.6 million visitor inquiries. A total of \$57.4m per year was generated in travel sales booked through the centres. For every \$1 of direct sales made by the network, there was a \$1.48 total additional spending in the wider economy¹.

However, even before the Covid-19 pandemic, a number of i-SITES had already closed, visitor numbers were trending down, visitor spending had significantly reduced due to direct booking competition and operational costs were rising. In the wake of the pandemic, despite increased domestic and local visitor numbers and spending, overall visitor numbers have fallen by 57% and spend by a further 62%.

It has been recognised that the way the network operates needs to change as visitor markets are changing. The network is highly trusted by users and has a strong reputation among stakeholders but needs to evolve to remain relevant and more economically viable.

In 2019 the i-SITE New Zealand board initiated the Future Network Strategy, to identify measures that would make the network more relevant to visitors, owners and other stakeholders, including the communities that centres operate in. The outcomes of that programme of work were considered in a national i-Site business case completed in July 2021.

The business case found that standards and levels of service are inconsistent and there is a lack of long term planning for sustainability, capital investment for improvements, standardisation and digital strategy.

The recommended preferred way forward is a Tiered Network Model.

- Tier 1 locations would be concept stores in key locations. These would choose to meet higher membership requirements under an amended VIN Inc constitution and coinvest with the government in an internal upgrade to provide an enhanced visitor experience. They would continue to be members of VIN Inc.
- Tier 2 locations would operate under a secondary brand, with lower membership commitments to reflect their ongoing investment. They would not be members of VIN Inc. but would operate under a license agreement.

The two Tiers would work in partnership and be closely aligned. Tier 1 concept stores would work closely with the Tier 2 locations, with each promoting each other to customers.

In principle, NCC has determined that operation as a Tier 1 facility would be the preferred way forward for their Visitor Centre.

¹ i-SITE Business Case, Stafford Strategy, July 2021



4 Service delivery review methodology

4.1 Review steps

Morrison Low commenced a S17A review in early 2021 but this was put on hold due to the national review of i-SITEs and the preparation of the 'i-Site Business Case', prepared by Stafford Strategy for VIN Inc (July 2021). Following completion of the Business Case, work on the S17A review continued.

The key steps undertaken for this review were:

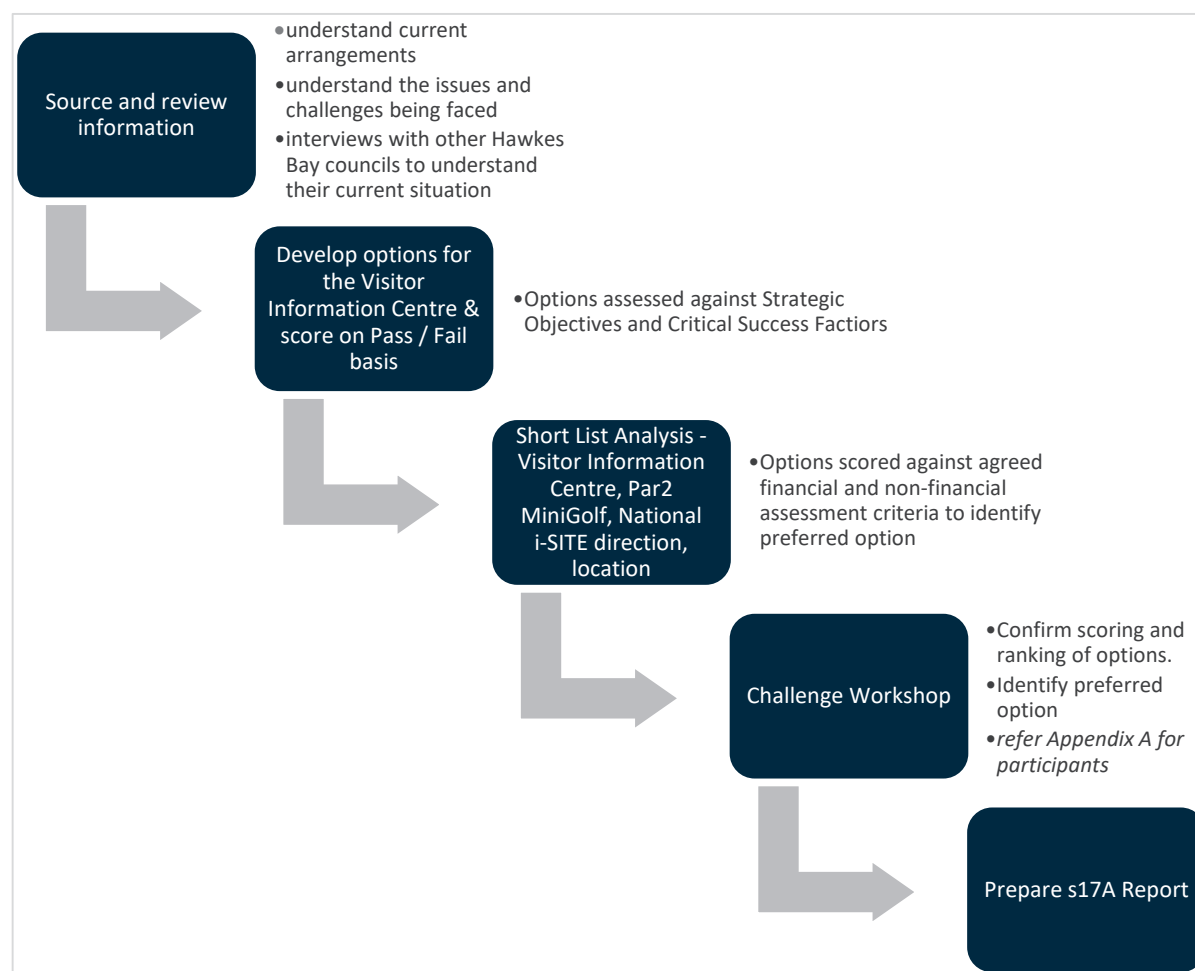


Figure 3 Review methodology



5 Current service delivery arrangements

5.1 Management Structure

The Visitor Centre and Par2 MiniGolf facilities form part of the Community Services Directorate as shown below in Figure 4.

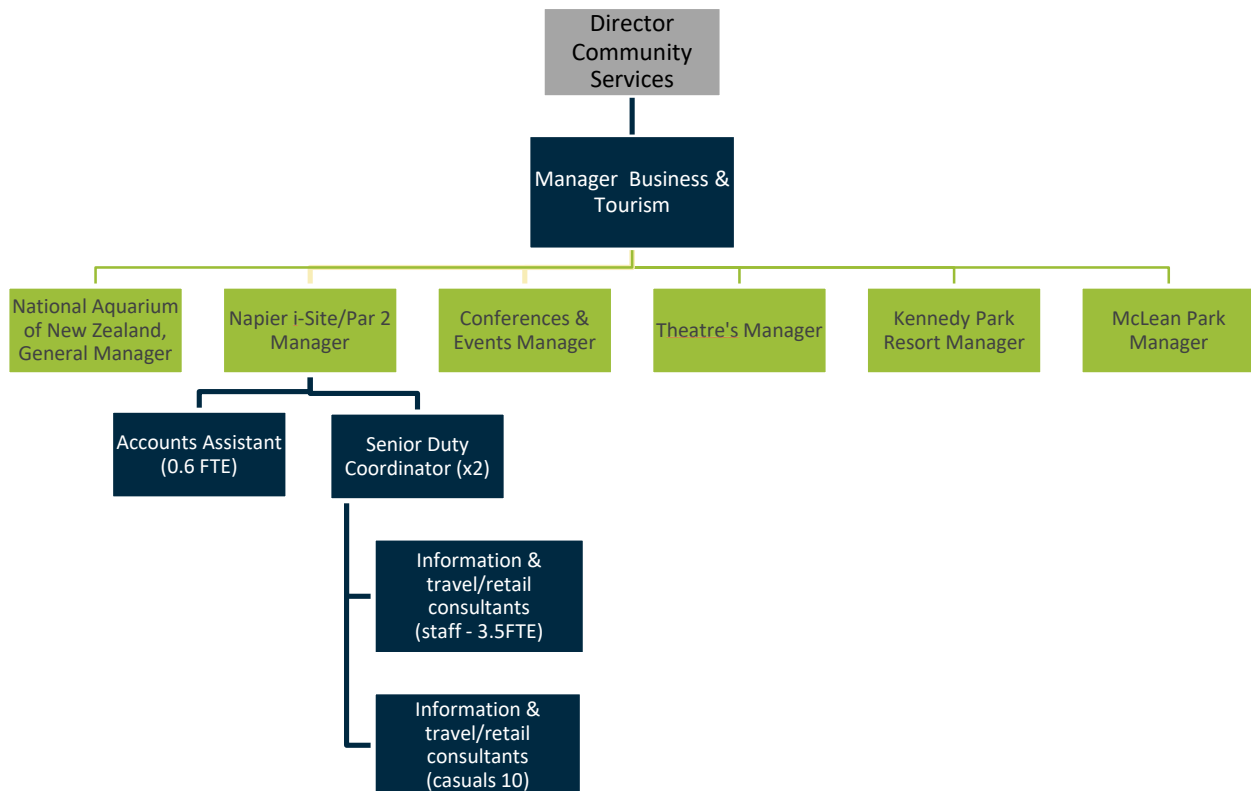


Figure 4 Community Services Organisation Structure

- The Visitor Centre/Par 2 Manager has three direct reports (2.6 FTE).
- The two full time Senior Duty Coordinators supervise frontline staff and also serve customers as required. Their staff include:
 - 3.5 FTE staff and 10 casuals employed on a shift basis.
 - Individuals work at both the Visitor Centre and Par 2 depending on seasonal requirements.
 - For safety reasons, a minimum of three frontline staff as well as an additional person to cover breaks is required to open the Visitor Centre. This fourth person also covers Par 2 breaks.



5.2 The facilities

5.2.1 Overview

The Visitor Centre and Par2 facility is located on Marine Parade, a key tourism area within Napier City. Asset management and planning is carried out in-house with external resources used as required. Operations are also undertaken in-house with employment of local staff.

5.2.2 Napier i-SITE Visitor Information Centre



The Napier Visitor Centre has been located on Marine Parade for about 40 years and provides visitor information for the people of Napier, Hawke's Bay and visitors, both domestic and international.

The Visitor Centre includes space to meet and talk to specialist consultants, an area dedicated to information and brochures about local businesses and tourism operators, and a gift shop. Functions of the Visitor Centre include:

- i-SITE visitor information – provides expert advice and booking services for both locals and visitors on accommodation, events, travel and tour bookings.
- Cruise passenger support (no business currently due to Covid-19).
- Department of Conservation (DOC) enquiries including hut and Great Walk bookings and permits.
- Public toilets and showers (not operated by the Visitor Centre but within the footprint of the building).

The Visitor Centre business has contributed in the order of \$16 million (2017) to the regional economy². The pre-Covid business model generated 6% growth annually and with innovative revenue generation the business was considered sustainable.

A condition assessment of the Visitor Centre building was completed in 2020³. The roof was identified as being in need of replacement and has been provided for in the 2021-31 LTP. Other works required over the next 10 years include weather tightness improvements, replacement of ventilation fans and painting of interior walls with estimated costs in the order of \$2 million. With renewals work having been deferred in recent years, a more recent condition assessment of the buildings has identified the need to address some of the remedial work urgently.

² 2017 Economic Impact Assessment for key NCC Visitor & Amenities Attractions

³ Summary Asset Management Plan – 472 – Visitor Information Centre - Grounds



The current building needs upgrading to meet future demand and changes in level of service expectations. Current building challenges include inadequate space and a lack of modern digital technology. The facility could also better make use of its views over the sea and proximity to the CBD and the sea.

5.2.3 Par2 MiniGolf



The Par2 MiniGolf is located immediately adjacent to the Visitor Centre and has two 18 hole courses, providing an anchor attraction to Marine Parade for visitors.

Complementing the Visitor Centre, the Par2 Minigolf generates consistent annual net profit back to the community and has 6% growth annually with no downturn in revenue as a result of Covid-19.

A condition assessment of the Par2 MiniGolf building was completed in 2020⁴. Provision has been made for renewal of the astroturf in 2026 (2021-31 LTP).

Although the MiniGolf is a popular activity, the existing courses are considered to be out of date. They have not changed since construction. Player numbers are good and have trended up slightly year on year, but the potential of the site is greater and development is essential to ensure locals continue to return. The profitability of the facility supports investment.

5.3 Financial information

5.3.1 i-SITE

The i-SITE operates at a loss and is funded through rates and user fees.

- **Revenue:** For 2021 \$190K against expenses of \$696K
- **Economics:** Rating policy target is 30% Rates and 70% Fees & Charges.
At April 2021: 73% rates and 27% fees & charges
2020: 50% rates and 50% fees & charges
2019: 45% rates and 55% fees & charges

5.3.2 Par2 MiniGolf

The Par2MiniGolf operates at a profit, some of which arguably offsets the losses of the i-SITE given the sharing of resources between the activities.

⁴ Summary Asset Management Plan 466- Par Two Building and Mini Golf - Grounds



- **Revenue:** For 2021 \$421K against expenses of \$261K
- **Economics:** Operating costs self funded – profitable

5.3.3 Renewals and capital works

Ongoing maintenance and renewals are planned in the 2021-31 LTP to keep the facility safe, welcoming, and fit for purpose. However, this provision is a reduction over previous LTPs as shown in the table below:

Table 1 LTP funding provisions for Visitor Centre and MiniGolf

LTP	Facility	Renewals Provision	Capital works provision	Comment
2021-31	i-SITE	\$590,000 over 10 years	Minor capital works \$164,000 over 10 years	No provision for upgrades over the next 10 years
	Par2 MiniGolf	\$276,000 renewals	\$124,000 level of service improvements	
2018-28*	i-SITE	\$1.04m was allowed for i-Site renewals and upgrade, primarily in first 3 years		Also recommendations to build a purpose-built tourism hub, which would include the MiniGolf and i-SITE as well as a cafe and other activities plus upgrades to visitor centre technology
	Par2 MiniGolf	\$2.1m Par 2 renewals and upgrades were provided for over 10 years		
2015-25	i-SITE	Provided for alterations for the Napier i-SITE to make it watertight, address health and safety issues for staff and to reduce offsite storage requirements		\$739,000 was allowed over 2016/17-2018/19 for i-Site alterations but this did not happen
	Par2 MiniGolf		Provision was also made for both golf courses at Par 2 MiniGolf to be upgraded.	

***The 2018-28 Long Term Plan** recognised the need to continually assess changing habits of visitors in a digital sense and adapt services and offerings to ensure Council are meeting the market and the levels of service. By rebuilding and investing, the facility would be a “go to” destination for locals and visitors with usability maximised and usage increasing.

5.4 Levels of service

Levels of service have been established for the Visitor Centre and Par2 in the 2021/31 Long Term Plan and relate to the provision of facilities for visitors and locals. Visitor numbers in particular show the impact of Covid-19 on the facilities.



Table 2 Levels of Service

Level of Service	Performance Measure	Performance 2018/19	Performance 2019/20	Target 2021/22
Napier i-SITE Visitor Information Centre				
Council provides an i-SITE facility for visitors and locals to Napier and Hawke's Bay to deliver tourism information and tour and accommodation services	Maintain Qualmark Silver rating	Achieved	Achieved	Maintain
	Visitor numbers per annum	198,368	161,748 (target 240,000) Facility closed 23 March 2020 due to Covid-19 restrictions and re-opened on 18 May 2020 at level 2	≥150,000
Par2 MiniGolf				
Council provides a Mini Golf facility as a visitor attraction and for local community use, which provides high customer satisfaction and a sustainable business	Maintain Qualmark Silver rating	Achieved	Achieved	Maintain
	Visitor numbers per annum	52,182	41,293 (target 43,000) Facility closed on 23 March 2020 due to Covid-19 restrictions and re-opened on 14 May 2020 at level 2	≥45,000
	Return on assets	23%	12% (target 25%) Not achieved due to facility closures during Covid-19 lockdown period adversely impacting revenue.	16%



6 Issues and opportunities

In undertaking this review, through discussions with staff and review of information, the following issues and opportunities were identified for the Visitor Centre and Par2 facilities.

6.1 Covid-19 impact

Border closures as a result of Covid-19 has meant virtually zero international tourism to Napier since March 2020.

Prior to the pandemic, Hawke's Bay typically welcomed approximately 72 cruise ships and 100,000+ visitors⁵ over the summer. Cruise ships to the Napier port in the past (years ending June 2018, 2019 and 2020) have led to local expenditure in excess of \$25million⁶.

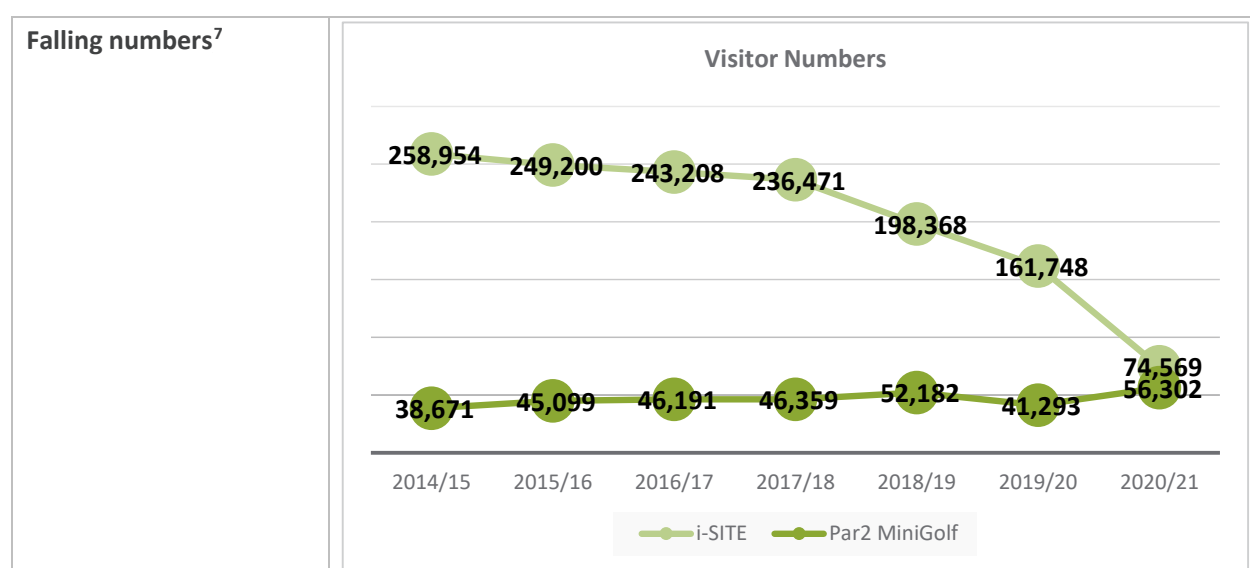
Both facilities were closed for eight weeks from the day Covid-19 alert level 4 came to effect and re-opened at alert level 2 with increased health and safety measures and a robust contact tracing process.

Since the return to business after the March/April/May 2020 lockdown the Visitor Centre has performed well against a newly set Post Covid-19/lockdown budget but compared to 2019 turnover and visitor numbers are well down. Par2 has performed far better than the Post Covid-19/lockdown budget and when compared to 2019 in both turnover and player numbers. Figures actually show an increase in visitor numbers for the Par2 for 2020/21.

Whilst the pandemic has had a significant negative impact on the tourism industry, it is anticipated that cruise ships and visitors will return. In the meantime, we have an opportunity to plan and prepare for an improved future service delivery.

6.2 Issues

There are a number of challenges facing the Napier Visitor Centre as summarised below:



⁵ Local Insights Report Hawke's Bay interim Regional Skills Leadership Group December 2020

⁶ <https://www.mbie.govt.nz/immigration-and-tourism-research-and-data/tourism-data-releases/tourism-and-the-economy/>

⁷ Visitor numbers data sourced from NCC Annual Reports



	<ul style="list-style-type: none"> • Also refer Section 6.1 above. • This data shows a gradual decline in Visitor Centre numbers with a sharper decline as a result of Covid-19 and the subsequent loss of international visitors in particular. • Numbers for the Par2 MiniGolf have been consistent across the last six years with a slight increase in 2020/21, despite Covid-19.
Operational costs	<ul style="list-style-type: none"> • Current payroll is more than double the revenue. • Corporate and IT overheads are also very high. • The Par 2 business has a low-cost base and is profitable but has seasonal peaks.
Funding constraints	<ul style="list-style-type: none"> • Par2 is funded as a user-pays operation. • The Visitor Centre is funded partly through user-pays but also through general rates. Some costs are offset by Par2. • Revenue generation is currently dependent on local and domestic visitors. • There is a general focus across most councils on Three Waters infrastructure due to the pending reform with consequent impact on funding of other activities.
The buildings	<ul style="list-style-type: none"> • Buildings must be maintained in a safe condition for staff and visitors. • Significant impending renewal costs e.g. new roof and water tightness improvements with an estimated cost of up to \$2 million. • Work is potentially required to improve earthquake resilience although a seismic assessment is yet to be completed. • The buildings do not currently provide the opportunity to expand services offered. • Climate change resilience with regard to waterfront location.
Relevancy	<ul style="list-style-type: none"> • Visitor Centre must adapt to be relevant for customers. • The facilities must understand the needs of its customer base and recognise the changes in the way networks operate, primarily as a result of digital technology.



6.3 Opportunities

If the Visitor Centre and Par2 are to continue as co-existing experiences, both need to change and grow together.

The facility should build on the provision of one-on-one expert personnel providing independent advice with the use of up-to-date technology.

Creation of a 'tourism hub'	<p>Development of the site to create a fit for purpose "iconic" tourism hub under one roof including, for example:</p> <ul style="list-style-type: none"> • A new retail area that has good flow and good engagement for the customer. • a state-of-the-art customer ticketing and information area that enables quick and efficient customer experiences. • Spaces for interactive information gathering and itinerary planning. • Improved staff, office and storage areas included in the design. • A redevelopment of both mini golf courses – an opportunity to emphasise and tell our unique regional story in a play environment. • A hospitality space that leverages the surrounding environment and views.
Additional revenue generation	<ul style="list-style-type: none"> • Potential for opportunities within the facility to increase revenue such as ancillary revenue from café, retail or advertising. Such opportunities are unlikely to be achievable without upgrades to the site buildings. • Option of running Par2 from the Visitor Centre building and then leasing the Par2 building as a separate operation. Some works would be required within the Visitor Centre building to accommodate this.
Digital information	<ul style="list-style-type: none"> • With the increased ability for people to search information online, the Visitor Centre needs to be able to facilitate the gap between the online information and the personal service and experience. • Potential to develop communication channels online for periods when the physical location is not active or staffed. • Converting enquiries and requests for free information into actual sales - technology can assist in this.
Collaboration	<ul style="list-style-type: none"> • Shared operations with Hastings and Wairoa i-SITEs where value for NCC can be realised.



6.4 Regional considerations

Hawke's Bay Tourism is the Regional Tourism Organisation (RTO) for the entire Hawke's Bay region, encompassing Central Hawke's Bay, Hastings and Wairoa Districts and Napier City.

<https://hawkesbaytourism.nz/>

As part of the Section 17A review, consideration has been given to the opportunity to further collaborate with neighbouring councils.

Hastings i-SITE	Hastings District Council (HDC) are proposing to move their i-SITE to the redeveloped Hastings Municipal building located in Hastings CBD, as part of the Toitoti facility, due for completion in 2022. This aligns with a change in focus by the council to provide a community hub in the CBD to make the most of foot traffic and to efficiently use resources that service facilities located together.
Wairoa i-SITE	<p>Wairoa District Council (WDC) has a small i-SITE that is focused on domestic tourists. In the past two years, there has been a focus on development with a move to digital information and planning for an education centre that will promote Wairoa's manaaki (hospitality) and local attractions such as Rocket Lab.</p> <p>The Te Wairoa E Whanake project is a \$4.8 million-dollar Provincial Growth Fund investment into Wairoa's town centre to assist in creating further retail, employment, social and educational opportunities. It is expected that the Wairoa i-SITE will move into the new buildings in 2022.</p>

Both HDC and WDC are interested in reviewing wider options for regional Hawke's Bay tourism offerings. For example, sharing regional revenue generation opportunities, technology and communication channels.



7 Service delivery options

7.1 Options assessment process

Options were identified and then assessed against a number of criteria.

A longlist of options for the Visitor Centre were assessed on a pass / fail basis against Strategic Objectives and Critical Success Factors (CSF).

Any option that failed against any Strategic Objective or CSF was excluded from further consideration. Options that passed were then shortlisted for scoring alongside options for the Par2 MiniGolf, National i-SITE directions and Visitor Centre location to identify the preferred options (agreed weightings were: strategic objectives – 20%, financial criteria - 40%, non-financial criteria 40%).

7.2 Assessment Criteria

7.2.1 Strategic Objectives

Vision: *For our i-SITE to be recognised as the valued source of New Zealand visitor information and bookings*

Mission: *To be with you for the whole journey – Plan, book, discover and share the experience together*

Taking into account NCC's strategic direction through its vision and mission for the activity, strategic objectives for the Visitor Centre were developed in consultation with NCC key staff, against which the service delivery options would be assessed. The strategic objectives are:

- A facility and service delivery that supports Council's Vision and Outcomes
- Achieves customer satisfaction through meeting adopted levels of service
- Supports happy, healthy, connected communities by providing access to recreation facilities and activities
- Optimises sustainability with cost effective activity and introduces economic benefit to the region.

7.2.2 Critical Success Factors

Each option for the Visitor centre was evaluated against a list of Critical Success Factors (CSF) which are typically used as part of a business case development.

Critical success factors are the attributes essential to successful delivery of the investment:

- Strategic fit
- Supplier capacity and capability
- Potential value for money
- Potential affordability
- Potential achievability



7.2.3 Financial and Non-Financial Assessment Criteria

Financial and non-financial criteria were developed in consultation with NCC key staff, against which the shortlisted Visitor Centre options were assessed alongside options for the Par2 MiniGolf, National i-SITE direction and Visitor Centre location.

Table 3 Assessment Criteria

Financial Criteria (40%)	Non-financial Criteria (40%)
<ul style="list-style-type: none"> Set up costs Direct service delivery costs Indirect (overhead) costs Potential to generate ancillary revenue 	<ul style="list-style-type: none"> Council capability and capacity to attract, retain and develop fit for purpose people and skills, management systems, processes and resources for proactive management of facilities Quality and efficient delivery of service Acceptable and manageable level of risk The ability to be agile and adaptable (respond quickly to changing expectations and requirements) Clear definition of roles & decision making responsibilities Simplicity of governance & contract management Keeping community services local (employ local staff) Supporting regional collaboration Economies of Scale Visibility / accessibility of facilities to visitors

7.3 Overview of the Visitor Centre options – the Long List

A range of options for alternative service delivery arrangements were considered for the Visitor Centre. This is not an exhaustive list of options but is designed to cover the range of practicable options to enable an assessment to be undertaken.

Table 4 describes the ten service delivery arrangement options for the Visitor Centre that have been assessed.

A high-level qualitative assessment of the viability of these options (the Long List) against Strategic Objectives and Critical Success Factors was completed. Options were assessed on a pass / fail basis and were excluded from further consideration where any option failed against any Strategic Objective or CSF.

Appendix B includes the full Long List Analysis.



Table 4 Service delivery options – Visitor Centre

Option	Description	Shortlisted (Y/N)	Justification
Option 1 Status quo Owned and operated in-house (by Council)	<ul style="list-style-type: none"> NCC owns the facility. NCC provides strategy and policy direction, asset management and operational services. Levels of service are based on historical patterns of delivery, with changes in response to community demand or changes in patterns of use. 	Y	Status Quo for comparison but not a sustainable / cost-effective model.
Option 2 Enhanced Status quo Owned by Council with in-house operations and improvements introduced	Status quo with improved systems/processes such as: <ul style="list-style-type: none"> Improved budgeting systems. Detailed costs of activities to inform budget. Tools to provide better understanding of asset management / facility maintenance requirements. Better use of visitor data / information to support improved operations management, service planning and budgeting. collaborative working with networks across NZ to drive efficiency. 	Y	More efficient service delivery although there would be some initial implementation costs. Some overlap with National i-site business case if progressed (to be assessed at short-list stage).
Option 3 Option 2 + Par2 MiniGolf	Par2 MiniGolf retained	Y	Revenue stream provided to Visitor Centre though MiniGolf operation.
Option 4 Upgraded facility - Tourism Hub	<ul style="list-style-type: none"> Upgraded facility (re-build) to support a Tourism Hub and provide for additional revenue stream with additional income to Council. Potential opportunities for an upgraded building / rebuild could include additional retail space, café , advertising space. 	Y	Additional revenue stream likely to be independent with space leased and/or Council taking a cut of revenue. Some overlap with National i-SITE business case if progressed (to be assessed at short-list stage).



Option	Description	Shortlisted (Y/N)	Justification
Option 5: Owned by Council with operations outsourced	<ul style="list-style-type: none"> Facility would continue to be owned by Council but the operations would be outsourced. Council continues to provide strategic direction and will be responsible for asset mgt / building maintenance and development. Delivery of services (operations) provided by an external provider through appropriate procurement process with contract managed by Council. 	Y	<p>Outsourcing option may drive efficiencies as operator will be seeking a greater return.</p> <p>Council would not have the responsibility to employ staff.</p> <p>Council would continue to manage the activity with the operator reporting to the i-Site Manager.</p> <p>Would likely only be attractive if the package included the Par2 MiniGolf as a revenue stream.</p>
Option 6 By CCO/CCTO owned by Council	<ul style="list-style-type: none"> Transfer of operations to a newly formed CCO/CCTO with a board of directors / committee. Council responsible for setting the CCO Statement of Intent (SOI) and monitoring CCO delivery. Council will retain a strategy and policy direction function. Potential 'enhanced' option for CCO/CCTO to be responsible for building maintenance. 	N	<p>Turnover of the facility does not justify the relatively high set up costs for a CCO/CCTO.</p> <p>Increases the risk to NCC as it adds complexity to the management of operations and maintenance of the facility.</p>
Option 7: By partnership between Council and other parties e.g. private and community	<ul style="list-style-type: none"> Management of facility transfers to a Trust, Joint Venture or other partnership arrangement e.g. iwi or a National i-Site group or commercial operator. 	N	<p>Turnover of the facility does not justify the relatively high costs for a developing and establishing a partnership.</p> <p>As a 'business, the i-SITE would be unlikely to attract, or warrant, a partnership approach with the private sector.</p> <p>This model would likely add additional cost for little clear benefit over the current arrangement.</p> <p>There may be future opportunities to partner with community groups for example for the Par2 MiniGolf.</p>



Option	Description	Shortlisted (Y/N)	Justification
Option 8: By shared service agreement with another council(s)	<ul style="list-style-type: none"> Council enters into shared services agreement with other HB Council/s to manage and provide the i-Site services. Would have governance / committee arrangement overseeing the joint delivery of the services. Sites continue to be owned / leased by respective councils. NCC and other council(s) provide their own strategy, policy direction and asset management services but enter into a formal shared services arrangement to manage and provide planning and/or operational services, typically requiring: <ul style="list-style-type: none"> managers from each council overseeing the planning and joint delivery of the service. managers from each council overseeing the asset management programme for each facility 	Y	<p>Investigate further - some potential for more efficient services.</p> <p>This may support the Tier 1 / Tier 2 approach of the National i-SITE business case with a central Tier 1 hub supporting Tier 2 locations.</p>
Option 9: By joint CCO/CCTO owned by Council and another local authority	<ul style="list-style-type: none"> Similar to option 6 but with one or more of the other HB Councils as joint owners. Some potential for reduced operational costs but likely to be relatively high set-up costs. Potential 'enhanced' option for CCO/CCTO to be responsible for building maintenance. 	N	<p>Turnover of the facility does not justify the relatively high set up costs for a CCO/CCTO.</p> <p>Increases the risk to NCC as it adds complexity to the management of operations and maintenance of the facility.</p> <p>The main challenge would be around governance and shared intent/objectives between councils.</p>
Option 10: Council Opts Out / Service delivered by a party other than Council	<ul style="list-style-type: none"> i-Site facility discontinued 	N	Does not meet any strategic objectives, in particular providing the service to the public.



7.4 Analysis of shortlisted options

The five shortlisted service delivery options for the Visitor Centre were scored against the strategic objectives, financial assessment criteria and non-financial assessment criteria alongside options for the Par2 MiniGolf, National i-SITE options and Visitor Centre location.

The draft results were presented and discussed with senior managers. Table 5 presents the final ranking of the options and commentary on the assessment.

Appendix C contains the full Options Assessment with scoring.

7.4.1 Visitor Centre

The preferred option for the Visitor Centre is to retain the facility but develop it as a 'Tourism Hub'. Whilst this will have a significant cost, an upgraded facility would provide for additional revenue streams and would attract visitors to the Visitor Centre and Par2 through a quality and efficient service, supporting visitor spend across Napier and the Hawkes Bay region. The proposed Tourism Hub would incorporate improvements to systems and processes with a more efficient and sustainable business model. This option also best supports Strategic Objectives.

The Visitor Centre has been heavily impacted by Covid-19, in particular with the loss of cruise ship visitors. This together with a change in behaviour and the way people use visitor centres (with more information being accessed online) has meant that the status quo is no longer a sustainable business model. The building would still require significant investment due to its condition with no added benefit.

A shared service arrangement with other Hawkes Bay Councils was assessed but not considered a preferred way forward with little benefit to NCC.



Table 5 Ranking of service delivery options – Visitor Centre

Rank	Option	Description	Score	Summary of assessment
1	Option A4: Upgraded facility - Tourism Hub	Upgraded facility (re-build) to support a tourism Hub and provide for additional revenue stream with additional income to Council. Potential opportunities for an upgraded building / rebuild could include additional retail space, café , advertising space.	4.08	Benefits of option A3 PLUS Additional revenue stream highly dependent on future upgrades to the facility. Within the current facility, the additional revenue stream would be limited to the Par2 MiniGolf. This may be extended to cafe / additional retail / advertising if the building is upgraded. An upgraded facility providing for additional revenue streams and will make the business model more resilient. Additional revenue streams will have a flow on benefit of getting 'people through the door' which would further support the MiniGolf and Visitor Centre operations. <i>Further assessment of financial required to support facility upgrade.</i>
2	Option A3: Enhanced Status Quo + Par2 MiniGolf	Enhanced status quo as per Option A2 PLUS <ul style="list-style-type: none"> Revenue stream provided to Visitor Centre through MiniGolf operation. 	3.94	Benefits of option A2 PLUS Within the current facility, the additional revenue stream would be limited to the Par2 MiniGolf. As a profit-making operation, inclusion of the MiniGolf as part of the revenue for the Visitor Centre will have benefits with or without the cruise ship industry. Could consider option of moving Par2 operation into Visitor Centre building - would need some work and Par2 building could be demolished or leased for alternative use.



Rank	Option	Description	Score	Summary of assessment
3	Option A2 Enhanced status quo	<p>Status quo with improved systems/processes such as:</p> <ul style="list-style-type: none"> Improved budgeting systems. Detailed costs of activities to inform budget. Tools to provide better understanding of asset management / facility maintenance requirements. Better use of visitor data / information to support improved operations management, service planning and budgeting. 	3.72	<p>An enhanced status quo with improved systems and processes would provide a more efficient and sustainable business model.</p> <p>Some initial implementation costs.</p> <p>Whilst this option would better deliver services, the added benefits of Options A3 and A4 are considered higher.</p>
4	Option A5: By shared service agreement with other council/s	<ul style="list-style-type: none"> Council enters into shared services agreement with other HB Council/s to manage and provide the Visitor Centre services. Would have governance / committee arrangement overseeing the joint delivery of the services. 	3.32	<p>Some potential for more efficient services but would need to better understand potential benefits and dis-benefits to NCC (likely more beneficial to other councils than NCC).</p> <p>This may support the tiered approach of the National Visitor Centre business case with a central Tier 1 hub supporting Tier 2 locations.</p>
5	Option A1 Status Quo	<ul style="list-style-type: none"> Council continues to own and operate the Visitor Centre. Council provides strategy and policy direction, asset management / building maintenance and operational services. <p><i>(does not take Par2 into account)</i></p>	3.26	Not a sustainable / cost-effective model.



Rank	Option	Description	Score	Summary of assessment
6	Option A6 Operations outsourced	<ul style="list-style-type: none"> Facility would continue to be owned by Council but the operations would be outsourced to external provider through appropriate procurement process with contract managed by Council. Council continues to provide strategic direction and will be responsible for asset mgt / building maintenance and development. 	3.26	<p>Outsourcing option may drive efficiencies as operator will be seeking a greater return.</p> <p>Council would not have the responsibility to employ staff.</p> <p>Would likely only be attractive if the package included the Par2 MiniGolf as a revenue stream.</p> <p>Could be too complex an arrangement where Council would want to keep control of the operations and revenue generation and may be complications with the Tier 1 option if outsourced.</p>



7.4.2 Par2 MiniGolf

Being a profitable activity, discontinuing the Par2 is not considered a viable option.

The preferred option is to retain the Par2 MiniGolf and to manage it as a combined activity with the Visitor Centre, supporting operational efficiencies. The Visitor Centre and Par2 use the same staff, with this option giving even greater flexibility to share staff.

Outsourcing of operations was also considered but this option loses the benefits of the Visitor Centre and Par2 currently being closely linked.

Table 6 Ranking of service delivery options – Par2 MiniGolf

Rank	Option	Description	Score	Summary of assessment
1	Option B3 Mini Golf combined with the Visitor Centre operation	<ul style="list-style-type: none"> Council continues to own the site and operate / manage the MiniGolf but as a combined activity operating with Visitor Centre. Managed as one activity with one cost-centre (separate budget lines). Staff employed by Council (including casuals). 	4.18	<ul style="list-style-type: none"> Key revenue for the site. Supported by visitors to the Visitor Centre as well as locals. Each operation accountable for itself in terms of performance. Same management structure as B2. Greater flexibility to share staff. Some efficiencies in management of staff over Option B2. Appropriate systems will still enable monitoring of the 2 operations individually. <p><i>Further financials review recommended to assess Option B2 vs B3</i></p>
2	Option B2 Status Quo: Owned and operated by Council (managed as part of the Visitor Centre)	<ul style="list-style-type: none"> Status quo with Council owning the site and operating / managing the MiniGolf. Activity managed by Visitor Centre Manager. Staff employed by Council (including casuals). 2 separate cost-centres. 	4.12	<ul style="list-style-type: none"> Key revenue for the site. Supported by visitors to the Visitor Centre as well as locals. Potential option with the 2 operations so closely linked, shared resources and revenue benefits. <p><i>Further financials review recommended to assess Option B2 vs B3</i></p>
3	Option B4 Mini Golf operates as stand-alone activity	<ul style="list-style-type: none"> Council continues to own the site and operate / manage the MiniGolf but as a stand-alone business unit with its own budget, management structure etc. 	3.86	<ul style="list-style-type: none"> Key revenue for the site. Supported by visitors to the Visitor Centre as well as locals. Each operation accountable for itself in terms of performance.



Rank	Option	Description	Score	Summary of assessment
	under Business and Tourism Group	<ul style="list-style-type: none"> Staff employed by Council (including casuals). 		<ul style="list-style-type: none"> Would need its own management structure - some cost. May lose some of the benefits of sharing staff, depending on the structure. <p><i>Further financials review recommended to assess Option B2 vs B3</i></p>
4	Option B5 Owned by Council, operations outsourced	<ul style="list-style-type: none"> Facility would continue to be owned by Council but the operations would be outsourced. Council continues to be responsible for maintenance and development. Delivery of services / operations provided by an external provider through appropriate procurement process with contract managed by Council. 	3.68	<ul style="list-style-type: none"> Outsourcing option may drive efficiencies depending on format of contract and performance measures. Council would not have the responsibility to employ staff and could consider whether or not to manage the operation / maintain the facility as part of the procurement planning. Would lose the benefit of sharing resources between the Visitor Centre and the Par2.
5	Option B1 Opt-out	<ul style="list-style-type: none"> Discontinue MiniGolf operation. Land could potentially be leased to private operator. 	3.32	<ul style="list-style-type: none"> NCC would no longer operate the MiniGolf which is a key source of revenue for the site. Potentially revenue from lease of land but NCC would have limited control over operations. Would not have flexibility to share staff across both facilities.



7.4.3 National direction

The final outcome of the National i-SITE Business Case is yet to be released but assuming the tiered system proceeds, the preferred option will be for the Visitor Centre to be a Tier 1 operator. This supports the desired direction of NCC to develop a Tourism Hub.

Table 7 Ranking of service delivery options – National Direction

Rank	Option	Description	Score	Summary of assessment
1	Option C1 Tier 1	<ul style="list-style-type: none"> Visitor centre would be a 'Concept store' with higher membership requirements under an amended VIN Inc Constitution and co-invest with govt in an internal upgrade to provide an enhanced visitor experience. Operation would be a 'hub' working closely with Tier 2 sites. Costs for fit out likely to be 50/50 split with central govt. 	4.1	<ul style="list-style-type: none"> Still part of VIN and the support that brings. Benefit of upgrades being partly funded through central govt. Fit outs likely to range from \$200k-\$500k. Upgrades to the building would still be required.
2	Option C2 Tier 2	<ul style="list-style-type: none"> Visitor centre would operate as a 'Secondary brand' with reduced membership requirements. Would operate under a license agreement (not part of VIN Inc). Fit-outs would be self-funded. 	3.44	<ul style="list-style-type: none"> Still part of VIN but would be fewer requirements in terms of standardising fitouts etc. No central govt contribution to future fitouts.
3	Option C3 Opt-out	<ul style="list-style-type: none"> NCC exits the Visitor Information Network Inc (VIN). NCC could still operate independent facility or could close the facility altogether. <p><i>For the purpose of this exercise, assume still in operation as an independent (opting out completely has already been dismissed in the long list assessment for the Visitor Centre)</i></p>	3.2	<ul style="list-style-type: none"> No longer part of VIN and the support that that would bring. No central govt support.



7.4.4 Location

The preferred option is to retain the Visitor Centre in its current location, on the Marine Parade waterfront, albeit as an upgraded facility. The Visitor Centre has been located here for about 40 years and is in the heart of the tourist area. It is easily accessible to tour buses, is highly visible and being on the waterfront, has easy wayfinding for visitors.

The second preferred option is to move the operation to an already-established facility (owned and / or operated by NCC), in particular if the option of upgrading the existing facility is not deemed viable by decision-makers.

Following the Challenge Workshop, NCC completed a separate a more in-depth review of location options with the findings supporting the preferred way forward identified here.

The likely cost of a new-build on an alternative site is considered prohibitive and whilst there would be some benefit in locating the Visitor Centre within the proposed Civic Precinct, space would be limited (which would not support the preferred Tier 1 operation under the national context) and the Par2, a key revenue source with shared resources) would unlikely be able to relocate there.

Table 8 Ranking of service delivery options – Location of facility

Rank	Option	Description	Score	Summary of assessment
1	Option D2 Current site - upgraded 'Tourism hub'	<ul style="list-style-type: none"> Maintain the facility in its current location. Facility upgraded to provide for new 'tourism hub'. Anchored tenants to provide additional revenue source e.g. retail, café, advertising. 	4	<ul style="list-style-type: none"> Benefits of current location include proximity to CBD, visibility and accessibility (along the popular Marine Parade), parking, in particular for tour buses, easy access from the Port for cruise passengers. An upgraded facility in the existing location will provide for additional revenue streams and will make the business model more resilient. <p><i>Financial benefits of a new upgraded facility in this location should be further assessed to allow more robust comparison between options.</i></p>
2	Option D4 Relocate to another alternative site (already established)	<ul style="list-style-type: none"> Move the Visitor Centre (with or without the Par2MiniGolf) to a new but established site considered appropriate for use. Potential option could be Conservation House assessed second in the location assessment (Refer to Appendix D Location Options Detailed Assessment). 	3.9	<ul style="list-style-type: none"> Likely significant costs for upgrade. However, could be a viable option if connected with another NCC-led / owned facility. Could be a cost-effective solution if current site not upgraded to meet desired levels of service.



Rank	Option	Description	Score	Summary of assessment
3	Option D1 Current site	<ul style="list-style-type: none"> Maintain the facility in its current location No upgrade to the facility - assessment assumes renewals to maintain the facility only. 	3.88	<ul style="list-style-type: none"> Benefits of location include proximity to CBD, visibility and accessibility (along the popular Marine Parade), parking, in particular for tour buses, easy access from the Port for cruise passengers. Makes sense to retain current location.
5	Option D5 Relocate to another alternative site (new build)	<ul style="list-style-type: none"> Move the Visitor Centre (with or without the Par2MiniGolf) to a new site - complete new-build (fit-for-purpose site). 	3.78	<ul style="list-style-type: none"> Likely significant costs would likely be prohibitive, in particular a new build option. Benefits in development of fit-for-purpose facility.
4	Option D3 Relocate to new Civic Precinct / city centre	<ul style="list-style-type: none"> Move the i-Site to the planned Civic Precinct. Unlikely to be able to move the Par2 MiniGolf to same site. Current site to be leased or sold or used for alternative activity. 	3.64	<ul style="list-style-type: none"> Some benefit in being located with other Council businesses but would lose its visibility and accessibility to tourists. Limited space (40-65m2) would likely limit operation to a Tier 2 facility under the National direction assessment. Par2 MiniGolf would not be part of same facility.



7.5 Preferred option

7.5.1 Overview

Whilst the pandemic has had a significant negative impact on the tourism industry, it is anticipated that cruise ships and visitors will return. In the meantime, we have an opportunity to plan and prepare for an improved future service delivery.

The overall preferred option is to retain the Visitor Centre, upgraded as a Tourism Hub, in its current location with the Par2 MiniGolf operating alongside it as part of the same cost-centre.

The impact of Covid-19 together with a change in behaviour and the way people use visitor centres (with more information being accessed online) has meant that the status quo is no longer a sustainable business model. The building would also still require significant investment due to its condition with no added benefit.

Specific to each element of the review, the preferred options are:

- To retain the Visitor Centre but to upgrade the facility as a 'Tourism Hub' to provide for additional revenue streams, attracting visitors to the Visitor Centre and Par2 through a quality and efficient service and subsequently supporting visitor spend across Napier and the Hawkes Bay region.
An upgraded facility will better provide for additional revenue streams and will make the business model more resilient. Improvements to systems and processes will also support a more efficient and sustainable business model.
This option also best supports Strategic Objectives.
- To combine the Par2 MiniGolf with the Visitor Centre as one activity with one cost-centre.
Will support operational efficiencies and provide flexibility in resourcing the Visitor Centre and Par2.
- Dependent on the outcome of the final National i-SITE Business Case, operate the Visitor Centre as a 'Tier 1' facility.
This will support an upgraded Visitor Centre and the desired future direction.
- The current location is preferred, being accessible, highly visible, central to the Napier tourism and waterfront area and has easy wayfinding for visitors.

7.5.2 Location

Following the Challenge Workshop held 25 November 2021, the options for location were further assessed by NCC. Whilst the option for the development of a Tourism Hub was agreed as the future direction of the Visitor Centre, the workshop identified the need to further explore alternative options to the current site.

NCC considered a number of alternative sites, scoring each option against:

- Accessible spaces
- Ease of development
- Appropriate city activation
- Connectivity
- Displacement effects



From the assessment, the two preferred locations were:

1. The Napier Visitor Centre (current site)
2. Conservation House (Department of Conservation building, Marine Parade)

The assessment is included in Appendix D and scores the current site slightly higher than Conservation House, primarily based on the ability to provide suitable space and flexibility for the proposed activity/s and the ease of development.

This more detailed assessment supported the findings of the S17A assessment (section 7.4.4 above)



8 Next Steps

This S17A review has confirmed that NCC should continue to provide a Visitor Centre but there is a need to invest in a new facility. The current facility requires significant repairs and needs to be better set up for modern tourism.

The first step for a new facility would be a business case to support investment. As part of that, the following should be considered:

- Develop indicative concept design and cost estimates.
- Identify potential for revenue generation with an upgraded facility.
- Further assessment of the two potential locations (current site and Conservation House to determine the preferred site).
- Identify and engage with key stakeholders / partners.

NCC also needs to formalise any arrangements for the national i-SITE network, depending on the final outcome from the national review.



Appendix A Challenge Workshop Participants

The following attendees took part in the Challenge workshop, held 25 November 2021 at Napier City Council:

- Antoinette Campbell (Director Community Services, NCC)
- Steve Gregory (Manager Business and Tourism, NCC)
- Jane Libby (Napier i-SITE Manager, NCC)
- Keith Price (NCC Councillor)
- Ronda Chrystal (NCC Councillor)
- Georgina King (Urban Design Lead)
- Jon Kingsford (Director of Programme Delivery, NCC) - via videoconference
- Adele Henderson (Director Corporate Services, NCC)
- Bill Roberts (Economic Development Manager, NCC)
- Darran Gillies (Community Services Programme Manager, NCC)
- Alice Grace (Director, Morrison Low) - via videoconference
- Linda Cook (Senior Consultant, Morrison Low)



Appendix B Long List Options Assessment – i-Site

NCC i-Site Options Assessment - November 2021

vice group:	Community Services		<div>This section 17(a) framework and set of templates is provided as a guide only. Morrison Low & Associates Ltd does not accept any liability for the independent use of the templates.</div>							
ent:	Napier City Council	Yes								
view date:	Oct-21	Part								
rsion	Draft	No								
	Governance and Funding in-house							Governance and Funding by joint committee or other shared governance arrangement		Council Opts Out
	Status Quo	Enhanced Status Quo	Ancillary Revenue		Out-source operations	CCO/CCTO	Partnership	Shared Services	CCO/CCTO	Discontinue
vice delivery options	Option 1: Status Quo: Owned and operated in-house (by Council)	Option 2: Enhanced status quo / Do-minimum: Owned and operated in-house with improved systems	Option 3: Option 2 + Par2 MiniGolf	Option 4: Upgraded facility - Tourism Hub	Option 5: Owned by council, operations out-sourced	Option 6: By CCO/CCTO owned by Council	Option 7: By partnership between Council and other parties e.g. private and community	Option 8: By shared service agreement with another council(s)	Option 9: By joint CCO/CCTO owned by Council and another local authority	Option 10: Council Opts Out / Service delivered by a party other than Council
scription of option:	Council continues to own and operate the Visitor Centre Council provides strategy and policy direction, asset management / building maintenance and operational services. Levels of service are based on historical patterns of delivery, with changes in response to community demand or changes in patterns of use.	Status quo with improved systems / processes such as: • Improved budgeting systems • Detailed costs of activities to inform budget • Tools to provide better understanding of asset management / facility maintenance requirements • Better use of visitor data / information to support improved operations management, service planning and budgeting • collaborative working with networks across NZ to drive efficiency	Revenue stream provided to Visitor Centre though MiniGolf operation	Upgraded facility (re-build) to support a Tourism Hub and provide for additional revenue stream with additional income to Council. Potential opportunities for an upgraded building / rebuild could include additional retail space, café , advertising space.	Facility would continue to be owned by Council but the operations would be outsourced Council continues to provide strategic direction and will be responsible for asset mgt / building maintenance and development Delivery of services (operations) provided by an external provider through appropriate procurement process with contract managed by Council	Transfer of operations to a newly formed CCO/CCTO with a board of directors / committee. Council responsible for setting the CCO Statement of Intent (SOI) and monitoring CCO delivery Council will retain a strategy and policy direction function Potential 'enhanced' option for CCO/CCTO to be responsible for building maintenance	Management of facility transfers to a Trust, Joint Venture or other partnership arrangement e.g. Iwi or a National i-Site group or commercial operator	Council enters into shared services agreement with other HB Council/s to manage and provide the Visitor Centre services. Would have governance / committee arrangement overseeing the joint delivery of the services. Sites continue to be owned / leased by respective councils NCC and other council(s) provide their own strategy, policy direction and asset management services but enter into a formal shared services arrangement to manage and provide planning and/or operational services	Similar to option 6 but with one or more of the other HB Councils as joint owners. Some potential for reduced operational costs but likely to be relatively high set-up costs Potential 'enhanced' option for CCO/CCTO to be responsible for building maintenance	Visitor Centre facility discontinued
ategic objectives:										
acility and service delivery that supports Council's vision (A vibrant and sustainable city for all) and Mission to provide the facilities and services, the environment and leadership, plus encouragement for economic opportunities to make Napier the best city in New Zealand in which to work, raise a family and enjoy a safe and satisfying life)	Part	Part	Yes	Yes	Part	Part	Part	Part	Part	No
heaves customer satisfaction through meeting adopted levels of service	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
pports happy, healthy, connected communities by providing access to recreation facilities and activities	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No
minimise sustainability with cost effective activity and reduces economic benefit to the region	No	Part	Part	Yes	Part	Part	Part	Part	Part	No
ritical Success Factors										
ategic fit and business needs	Part	Yes	Yes	Yes	Part	Part	Part	Part	Part	No
ential value for money	No	Part	Part	Yes	Part	No	No	Part	No	No
pplier capacity and capability	Yes	Yes	Yes	Yes	Yes	Yes	Part	Part	Part	n/a
ential affordability	Yes	Part	Part	Part	Part	No	No	Part	No	Yes
ential achievability	Yes	Yes	Part	Part	Part	Part	Part	Part	Part	Yes
verall assessment:	Shortlisted as the status quo comparator	Shortlisted	Shortlisted	Shortlisted	Shortlisted	Not recommended	Not recommended	Shortlisted	Not recommended	Discounted
mmmentary:	Not a sustainable / cost-effective model	More efficient service delivery although there would be some initial implementation costs. Would improve overall experience for users - both walk-ins and online services Some overlap with National i-site business case if progressed (to be assessed at short-list stage)	Par2 MiniGolf provides revenue stream to the Visitor Centre. Some overlap with National i-site business case if progressed (to be assessed at short-list stage)	Additional revenue stream likely to be independent with space leased and/or Council taking a cut of revenue. This is the preferred way forward but is dependent on funding. Some overlap with National i-site business case if progressed (to be assessed at short-list stage)	Outsourcing option may drive efficiencies depending on format of contract and performance measures. Council would not have the responsibility to employ staff Council would continue to manage the activity with the operator reporting to the Visitor Centre Manager. Would likely only be attractive if the package included the Par2 MiniGolf as a revenue stream	Turnover of the facility does not justify the relatively high set up costs for a CCO/CCTO	Turnover of the facility does not justify the relatively high costs for a developing and establishing a partnership	Likely higher benefits for other HB councils than for NCC This may support the Tier 1 / Tier 2 approach of the National i-Site business case with a central Tier 1 hub supporting Tier 2 locations.	Turnover of the facility does not justify the relatively high set up costs for a CCO/CCTO	Does not meet any strategic objectives, in particular providing the service to the public



Appendix C Short List Options Assessment

NCC I-Site S17A Options Shortlist template - draft October 2021

Service group:		Community Services	Potential benefits of the option:		This section 17(a) framework and set of templates is provided as a guide only. Morrison Low & Associates Ltd does not accept any liability for the independent use of the templates.		
Client:		Napier City Council	5				
Review date:		Jan-22	3				
Version:		Final Draft	1				
A: Visitor Centre (from Longlist)							
Service delivery options		Option A1: Status Quo: Owned and operated in-house (by Council)	Option A2 Enhanced status quo / Do-minimum: Owned and operated in-house with improved systems	Option A3: Option A2 + Par2 MiniGolf	Option A4: Upgraded facility - Tourism Hub	Option A5: By shared service agreement with another council(s)	Option A6: Owned by council, operations out-sourced
Description of option:		Council continues to own and operate the Visitor Centre Council provides strategy and policy direction, asset management / building maintenance and operational services. (does not take Par2 into account)	Status quo with improved systems/processes such as: • Improved budgeting systems • Detailed costs of activities to inform budget • Tools to provide better understanding of asset management / facility maintenance requirements • Better use of visitor data / information to support improved operations management, service planning and budgeting	Revenue stream provided to Visitor Centre though MiniGolf operation	Upgraded facility (re-build) to support a tourism Hub and provide for additional revenue stream with additional income to Council. Potential opportunities for an upgraded building / rebuild could include additional retail space, café , advertising space.	Council enters into shared services agreement with other HB Council/s to manage and provide the Visitor Centre services. Would have governance / committee arrangement overseeing the joint delivery of the services.	Facility would continue to be owned by Council but the operations would be outsourced to external provider through appropriate procurement process with contract managed by Council Council continues to provide strategic direction and will be responsible for asset mgt / building maintenance and development
Further assessment required?		No	Yes	Yes	Yes	Yes	Yes
Strategic objectives:		Weight (20%)					
Facility and service delivery that supports Council's Vision (A vibrant and sustainable city for all) and Mission (To provide the facilities and services, the environment and leadership, plus encouragement for economic opportunities to make Napier the best city in New Zealand in which to work, raise a family and enjoy a safe and satisfying life)		30%	3	3	4	5	3
Increases customer satisfaction through meeting adopted levels of service		30%	3	3	3	3	3
Supports happy, healthy, connected communities by providing access to recreation facilities and activities		20%	3	4	4	4	4
Promotes sustainability with cost effective activity and introduces economic benefit to the region		20%	3	3	3	4	3
Score - Strategic Objectives			3	3.2	3.5	4	3
Financial criteria:		Weight (40%)					
Start up costs		20%	5	4	4	2	4
Governance and management costs		30%	3	5	5	5	3
Operational costs		30%	3	4	4	4	3
Potential to generate ancillary revenue		20%	2	2	4	5	3
Score - Financial			3.2	3.9	4.3	3.9	3
Non-financial criteria:		Weight (40%)					
Council capability and capacity to attract, retain and develop fit for purpose people and skills, management systems, processes and resources for proactive management facilities		15%	2	3	3	4	3
Quality and efficient delivery of service		20%	3	4	4	5	4
Acceptable and manageable level of risk		5%	3	3	3	3	2
The ability to be agile and adaptable (respond quickly to changing expectations and requirements)		10%	3	3	3	4	3
Clear definition of roles & decision making responsibilities		10%	3	3	3	3	4
Clarity of governance & management		5%	5	5	5	5	3
Employing community services local (employ local staff)		5%	5	5	5	5	3
Supporting regional collaboration		5%	3	3	3	3	5
Economies of Scale		5%	3	3	3	4	3
Accessibility / accessibility of facilities to visitors		20%	5	5	5	5	5
Score - Non-Financial			3.45	3.8	3.8	4.3	3.8
Total score (financial & non-financial):		100%	3.26	3.72	3.94	4.08	3.32
Overall ranking:			5	3	2	1	4
Strategic Objectives ranking			5	3	2	1	5
Financial benefit ranking:			5	3	1	2	6
Non-financial benefit ranking:			5	2	2	1	2
Overall assessment:		Not recommended	Potential option	Preferred option	Preferred option	Potential option	Not recommended
Commentary:		Not a sustainable / cost-effective model	An enhanced status quo with improved systems and processes would provide a more efficient and sustainable business model. Some initial implementation costs. Some overlap with National Visitor Centre business case if progressed	Benefits of option A2 PLUS Within the current facility, the additional revenue stream would be limited to the Par2 MiniGolf As a profit-making operation, inclusion of the MiniGolf as part of the revenue for the Visitor Centre will have benefits with or without the cruise ship industry. Could consider option of moving Par2 operation into Visitor Centre building - would need some work and Par2 building could be demolished or leased for alternative use	Benefits of option A3 PLUS Additional revenue stream will highly dependent on future upgrades to the facility. Within the current facility, the additional revenue stream would be limited to the Par2 MiniGolf. This may be extended to cafe / additional retail / advertising if the building is upgraded. An upgraded facility providing for additional revenue streams and will make the business model more resilient. Additional revenue streams will have a flow on benefit of getting 'people through the door' which would further support the MiniGolf and Visitor Centre operations. Further assessment of financial required to support facility upgrade.	Some potential for more efficient services but would need to better understand potential benefits and dis-benefits to NCC (likely more beneficial to other councils than NCC) This may support the Tier 1 / Tier 2 approach of the National Visitor Centre business case with a central Tier 1 hub supporting Tier 2 locations.	Outsourcing option may drive efficiencies as operator will be seeking a greater return. Council would not have the responsibility to employ staff. Would likely only be attractive if the package included the Par2 MiniGolf as a revenue stream. Could be too complex an arrangement where Council would want to keep control of the operations and revenue generation and may be complicated with the Tier 1 option if outsourced.

NCC i-Site S17A Options Shortlist template - draft October 2021

Service group:		Community Services	Potential benefits of the option:			
Client:		Napier City Council	5		High level of benefit	
Review date:		Oct-21	3		Medium level of benefit	
Version:		Draft	1		Low level of benefit	
B: Par2 MiniGolf						
Service delivery options		Option B1 Opt Out	Option B2 Status Quo: Owned and operated by Council, managed as part of Visitor Centre	Option B3 Mini Golf combined with the Visitor Centre operation	Option B4 Mini Golf operates as stand-alone activity under Business and Tourism Group	Option B5 Owned by Council, operations outsourced
Description of option:		Discontinue MiniGolf operation Land could be leased to private operator as an ongoing activity or for a new use..	Status quo with Council owning the site and operating / managing the MiniGolf Activity managed by Visitor Centre Manager Staff employed by Council (including casuals) 2 separate cost-centres	Council continues to own the site and operate / manage the MiniGolf but as a combined activity operating with Visitor Centre Managed as one activity with one cost-centre (separate budget lines) Staff employed by Council (including casuals)	Council continues to own the site and operate / manage the MiniGolf but as a stand-alone activity with its own management structure etc Staff employed by Council (including casuals)	Facility would continue to be owned by Council but the operations would be outsourced. Council continues to be responsible for maintenance and development Delivery of services / operations provided by an external provider through appropriate procurement process with contract managed by Council
Further assessment required?		No	No	Yes	Yes	Yes
Strategic objectives:		Weight (20%)				
Facility and service delivery that supports Council's Vision (A vibrant and sustainable city for all) and Mission (To provide the facilities and services, the environment and leadership, plus encouragement for economic opportunities make Napier the best city in New Zealand in which to work, raise a family and enjoy a safe and satisfying life)		30%	3	3	3	3
Achieves customer satisfaction through meeting adopted levels of service		30%	3	5	5	5
Supports happy, healthy, connected communities by providing access to recreation facilities and activities		20%	2	4	4	4
Optimises sustainability with cost effective activity and introduces economic benefit to the region		20%	1	3	3	3
Score - Strategic Objectives			2.4	3.8	4	3.8
Financial criteria:		Weight (40%)				
Setup costs		20%	5	5	4	3
Governance and management costs		30%	5	4	4	3
Operational costs		30%	5	4	5	3
Potential to generate ancillary revenue		20%	1	3	3	3
Score - Financial			4.2	4.1	4	3
Non-financial criteria:		Weight (40%)				
Council capability and capacity to attract, retain and develop fit for purpose people and skills, management systems, processes and resources for proactive management of facilities		15%	3	4	4	3
Quality and efficient delivery of service		20%	1	4	4	4
Acceptable and manageable level of risk		5%	5	4	4	4
The ability to be agile and adaptable (respond quickly to changing expectations and requirements)		10%	3	5	5	3
Clear definition of roles & decision making responsibilities		10%	5	4	4	5
Transparency of governance & management		5%	5	4	5	4
Keeping community services local (employ local staff)		5%	1	5	5	4
Supporting regional collaboration		5%	1	3	3	3
Economies of Scale		5%	1	3	3	3
Accessibility / accessibility of facilities to visitors		20%	3	5	5	5
Score - Non-Financial			2.7	4.25	4.3	3.95
Total score (financial & non-financial):		100%	3.24	4.1	4.12	3.54
Overall ranking:			5	2	1	4
Strategic Objectives ranking			5	2	1	2
Financial benefit ranking:			1	2	3	5
Non-financial benefit ranking:			5	2	1	4
Overall assessment:		Not recommended	Preferred option (2)	Preferred option	Potential option	Not recommended
Commentary:		NCC would no longer operate the MiniGolf which is a key source of revenue for the site. Potentially revenue from lease of land but NCC would have limited control over operations. Would not have flexibility to share staff across both facilities	Key revenue for the site. Supported by visitors to the Visitor Centre as well as locals. Logical option with the 2 operations so closely linked and revenue benefits. Potential costs saving over B3 - cost of staff reduced in winter and likely easier to manage under Visitor Centre/Par2 combined operation Further financials review recommended to assess Option B2 vs B3	Key revenue for the site. Supported by visitors to the Visitor Centre as well as locals. Each operation accountable for itself in terms of performance. Flexibility to share staff. Same management structure as B2 with some operational efficiencies Some efficiencies in management of staff over Option B2 Appropriate systems will still enable monitoring of the 2 operations individually Further financials review recommended to assess Option B2 vs B3	Key revenue for the site. Supported by visitors to the Visitor Centre as well as locals. Each operation accountable for itself in terms of performance. Would need its own management structure - some cost May lose some of the benefits of sharing staff, depending on the structure. Further financials review recommended to assess Option B2 vs B3	Outsourcing option may drive efficiencies depending on format of contract and performance measures. Council would not have the responsibility to employ staff and could consider whether or not to manage the operation / maintain the facility as part of the procurement planning. Would lose the benefit of sharing resources between the Visitor Centre and the Par2

NCC i-Site S17A Options Shortlist template - draft October 2021

Service group:		Community Services	Potential benefits of the option:	
Sent:		Napier City Council	5	High level of benefit
Review date:		Oct-21	3	Medium level of benefit
Version		Draft	1	Low level of benefit
C: National direction				
Service delivery options		Option C1 Tier 1	Option C2 Tier 2	Option C3 Opt out
Description of option:		Visitor centre would be a 'Concept store' with higher membership requirements under an amended VIN Inc Constitution and co-invest with govt in an internal upgrade to provide an enhanced visitor experience Operation would be a 'hub' working closely with Tier 2 sites Costs for fit out likely to be 50/50 split with central govt	Visitor centre would operate as a 'Secondary brand' with reduced membership requirements. Would operate under a license agreement (not part of VIN Inc) Fit-outs would be self-funded	NCC exits the Visitor Information Network Inc (VIN). NCC could still operate independent facility or could close the facility altogether. For the purpose of this exercise, assume still in operation as an independent (opting out completely has already been dismissed in the long list assessment for the Visitor Centre)
Further assessment required?		Yes	Yes	No
Strategic objectives:	Weight (20%)			
facility and service delivery that supports Council's Vision (A vibrant and sustainable city for all) and Mission (To provide the facilities and services, the environment and leadership, plus encouragement for economic opportunities make Napier the best city in New Zealand in which to work, raise a family and enjoy a safe and satisfying life)	30%	5	4	3
achieves customer satisfaction through meeting adopted levels of service	30%	5	5	5
supports happy, healthy, connected communities by providing access to recreation facilities and activities	20%	5	5	5
optimises sustainability with cost effective activity and introduces economic benefit to the region	20%	5	4	3
Score - Strategic Objectives		5	4.5	4
Financial criteria:	Weight (40%)			
Set up costs	20%	3	2	4
Governance and management costs	30%	3	3	3
Operational costs	30%	3	3	3
Potential to generate ancillary revenue	20%	3	3	3
Score - Financial		3	2.7	3.3
Non-financial criteria:	Weight (40%)			
Council capability and capacity to attract, retain and develop fit for purpose people and skills, management systems, processes and resources for proactive management of facilities	15%	5	4	3
Quality and efficient delivery of service	20%	5	4	3
Acceptable and manageable level of risk	5%	4	3	3
The ability to be agile and adaptable (respond quickly to changing expectations and requirements)	10%	4	4	3
Clear definition of roles & decision making responsibilities	10%	4	4	4
Simplicity of governance & management	5%	3	4	4
Keeping community services local (employ local staff)	5%	5	5	5
Supporting regional collaboration	5%	5	4	4
Economies of Scale	5%	5	4	3
Usability / accessibility of facilities to visitors	20%	5	5	5
Score - Non-Financial		4.65	4.2	3.7
Total score (financial & non-financial):	100%	4.06	3.66	3.6
Overall ranking:		1	2	3
Strategic Objectives ranking		1	2	3
Financial benefit ranking:		2	3	1
Non-financial benefit ranking:		1	2	3
Overall assessment:		Preferred option	Potential option	Not recommended
Commentary:		Still part of VIN Benefit of upgrades being partly funded through central govt. Fit outs likely to range from \$200k-\$500k. No provision made here for facility upgrade	Still part of VIN but would be fewer requirements in terms of standardising fitouts etc. No central govt contribution to future fitouts	No longer part of VIN Could still operate as an independent service. No central govt support

NCC I-Site S17A Options Shortlist template - draft October 2021

Service group:		Community Services	Potential benefits of the option:			
Client:		Napier City Council	5		High level of benefit	
Review date:		Oct-21	3		Medium level of benefit	
Version:		Draft	1		Low level of benefit	
D: Location						
Service delivery options		Option D1 Current site	Option D2 Current site - upgraded 'Tourism hub'	Option D3 Relocate to new Civic Precinct / city centre	Option D4 Relocate to other alternative (already established) site	Option D5 Relocate to other alternative site (new build)
Description of option:		Maintain the facility in its current location No upgrade to the facility - assessment assumes renewals to maintain the facility only	Maintain the facility in its current location Facility upgraded to provide for new 'tourism hub'. Anchored tenants to provide additional revenue source eg retail, café, advertising	Move the Visitor Centre to the planned Civic Precinct. Unlikely to be able to move the Par2 MiniGolf to same site Current site to be leased or sold or used for alternative activity.	Move the Visitor Centre (with or without the Par2MiniGolf) to a new but established site considered appropriate for use. Potential options could be the Aquarium, Conservation House or the Museum (MTG) - all NCC-owned sites	Move the Visitor Centre (with or without the Par2MiniGolf) to a new site - complete new-build (fit-for-purpose site).
Further assessment required?		No	Yes	Yes	Yes	Yes
Strategic objectives:		Weight (20%)				
Facility and service delivery that supports Council's Vision (A vibrant and sustainable city for all) and Mission (To provide the facilities and services, the environment and leadership, plus encouragement for economic opportunities make Napier the best city in New Zealand in which to work, raise a family and enjoy a safe and satisfying life)		30%	4	5	4	4
Delivers customer satisfaction through meeting adopted levels of service		30%	5	5	5	5
Supports happy, healthy, connected communities by providing access to recreation facilities and activities		20%	4	5	4	5
Optimises sustainability with cost effective activity and introduces economic benefit to the region		20%	4	5	4	5
Score - Strategic Objectives			4.3	5	4.3	4.7
Financial criteria:		Weight (40%)				
Set up costs		20%	4	1	4	1
Governance and management costs		30%	3	3	3	3
Operational costs		30%	3	3	3	3
Potential to generate ancillary revenue		20%	3	5	2	5
Score - Financial			3.3	2.8	3.1	2.9
Non-financial criteria:		Weight (40%)				
Council capability and capacity to attract, retain and develop fit for purpose people and skills, management systems, processes and resources for proactive management of facilities		15%	4	5	4	4
Quality and efficient delivery of service		20%	4	5	4	5
Acceptable and manageable level of risk		5%	4	4	4	3
The ability to be agile and adaptable (respond quickly to changing expectations and requirements)		10%	4	5	4	5
Clear definition of roles & decision making responsibilities		10%	5	5	5	5
Clarity of governance & management		5%	4	4	4	4
Keeping community services local (employ local staff)		5%	5	5	5	5
Supporting regional collaboration		5%	3	3	3	3
Economies of Scale		5%	3	3	3	3
Accessibility / accessibility of facilities to visitors		20%	5	5	3	4
Score - Non-Financial			4.25	4.7	3.85	4.5
Total score (financial & non-financial):		100%	3.88	4	3.64	3.9
Overall ranking:			3	1	5	2
Strategic Objectives ranking			4	1	4	2
Financial benefit ranking:			1	4	2	3
Non-financial benefit ranking:			4	1	5	2
Overall assessment:		Potential option	Preferred option	Not recommended	Preferred option (2) - further investigation	Not recommended
Commentary:		Benefits of location include proximity to CBD, visibility and accessibility (along Marine Parade), parking, in particular for tour buses, easy access from the Port for cruise passengers. Makes sense to retain current location. However, it is recognised that work is required (renewals eg new roof and capital works to upgrade) Financial benefits of a new upgraded facility should be further assessed to allow more robust comparison between options D1 and D2.	Benefits of current location include proximity to CBD, visibility and accessibility (along the popular Marine Parade), parking, in particular for tour buses, easy access from the Port for cruise passengers. An upgraded facility in the existing location will provide for additional revenue streams and will make the business model more resilient. Financial benefits of a new upgraded facility in this location should be further assessed to allow more robust comparison between options D1 and D2. Previous estimates in the order of \$12million for upgrade. Preferred option if funding can be secured for upgrade	Some benefit in being located with other Council businesses but would lose its visibility and accessibility to as a visitor centre. Limited space (40-65m2) would likely limit operation to a Tier 2 facility under the National direction assessment. Par2 MiniGolf would not be part of same facility	Likely significant costs for upgrade. However, could be a viable option if connected with another NCC-led / owned facility. Could be a cost-effective solution if current site not upgraded to meet desired levels of service.	Likely significant costs would likely be prohibitive, in particular a new build option. Benefits in development of fit-for-purpose facility



Appendix D Location Options Detailed Assessment

Location workshop - 14 December 2021

Criterion			7 Carlyle Street (Civic Square West)	Woman's Rest (Civic Square)	Napier Visitor Centre (Current Location)	NANZ	22 Station Street (Old Library Building Civic Square)	59 Marine Parade (DOC Building)	MTG	7 Tennyson Street (Art Deco Trust)
		Total								
1. Accessible Spaces		25%	13.25%	16.75%	18.75%	16.25%	0.00%	11.50%	0.00%	0.00%
a. Accessible to all	10%		37.50%	37.50%	37.50%	25.00%		12.25%		
b. Partnership Spaces (Lease opportunities)	7%		11.75%	35.25%	35.25%	35.25%		35.25%		
c. Flexible Spaces (Forecourt ability)	8%		24.00%	24.00%	36.00%	36.00%		24.00%		
2. Ease of development		25%	10.75%	11.75%	13.25%	7.00%	0.00%	8.50%	0.00%	0.00%
a. Cost	16%		14.00%	28.00%	28.00%	14.00%		14.00%		
b. Compliance	6%		34.50%	23.00%	23.00%	11.50%		23.00%		
c. Opposition	3%		32.25%	10.75%	22.25%	11.50%		11.50%		
3. Appropriate city activation		25%	15.00%	15.00%	25.00%	0.00%	0.00%	25.00%	0.00%	0.00%
a. Profile/landmark	15%		27.50%	27.50%	41.50%	0.00%		41.50%		
b. Proximity to other tourism activities	10%		37.50%	37.50%	40.00%	0.00%		40.00%		
4. Connectivity		20%	9.50%	9.50%	12.25%	12.00%	0.00%	15.75%	0.00%	0.00%
a. Active transport (Walking, cycling, scootering)	5%		33.75%	33.75%	45.00%	12.25%		45.00%		
b. Public transport	3%		21.50%	21.50%	10.75%	0.00%		30.00%		
c. Private Vehicle	5%		22.50%	22.50%	12.25%	33.75%		22.50%		
d. Commercial Connectivity (Cruise/Tour Operators)	7%		11.75%	11.75%	35.25%	40.00%		35.25%		
5. Displacement Effects		5%	11.25%	33.75%	33.75%	33.75%		33.75%		
	95%	100%	49.75%	56.75%	73.00%	39.00%	0.00%	64.50%	0.00%	0.00%
						Failed Eligibility - CBD	Failed Eligibility - size			
								Failed Eligibility - size	Failed Eligibility - size	

EVALUATION MATRIX

Property name	Napier Visitor Centre
Property address	Marine Parade
Property owner	Napier City Council

Eligibility Criteria	Yes	No	Comments
Location. The site must be located in the city centre.	Yes		
Size. 500m ² - Is it able to accommodate a Tier 1 Visitor Centre (Square meters based off Twentytwo assessment & People & Places) (Current 284m ²)	NA	NA	Requires a new build
Tenure. Council must either own the property, have the ability to purchase it, or to lease it on a long-term basis.	Yes		

Criterion	Score	Comments
1. Accessible spaces	3 (7.5%)	
a. Accessible to all. The entire facility is accessible to all users without barriers.		
b. Partnership Spaces. The ability for commercial lease opportunities and strategic partnerships	3 (5.25%)	. Subject to renovation
c. Flexible spaces The degree to which the site can accommodate flexibility of spaces indoor and out. Forecourt ability to accommodate cruise, event weekend activations, indoor space available for operator activations/promotions.	3 (6%) Total: 18.75	
2. Ease of development	2 (8%)	
a. Cost. What are the estimated costs associated with the development?	2 (3%) 3 (2.25%)	
b. Ease of Compliance. What regulatory processes are required to enable development? What is the likelihood of being able to comply?	Total: 13.25	
c. Opposition. What level of opposition is there, or likely to be, from any party to the development of the site.		
3. Appropriate city activation	4 (15%) 4(10%)	

<p>a. Profile/landmark. The site is located in a high profile position. The new visitor centre will create a tourism hub for the city, and provides a sense of place. The site is located with visual access to open vistas.</p> <p>a. Proximity to other tourism activities. The site is located in a place close to other tourism activities that could benefit from the additional foot traffic that the visitor centre will create.</p>	Total: 25%	
<p>4. Connectivity</p> <p>a. Active transport. The site is easily accessible by foot or bike from the CBD.</p> <p>b. Public transport. The site is located close to public transport.</p> <p>c. Private vehicle. The site has on-site or nearby car parking available, and is easy to reach by private vehicle.</p> <p>d. Commercial Connectivity. Cruise/Napier Port / Tour Operators</p>	<p>4 (5%)</p> <p>1 (0.75%)</p> <p>Private Vehicle: 1 (1.25%)</p> <p>Commercial Connectivity: 3 (5.25%)</p> <p>Total: 12.25</p>	Car parking is made available to commercial operators on high volume days. TMP required.
<p>5. Displacement effects</p> <p>What negative effects will be created as a result of locating a new i-Site on the site and displacing the existing activity on that site?</p>	3 (3.75)	
Total Score Weighting Applied	74.25	

EVALUATION MATRIX

Property name	DOC Building
Property address	59 Marine Parade
Property owner	Mana Ahuriri / Anchor Properties / Ash trustee company limited

Eligibility Criteria	Yes	No	Comments
Location. The site must be located in the city centre.	Yes		
Size. 500m ² - Is it able to accommodate a Tier 1 Visitor Centre (Square meters based off Twentytwo assessment & People & Places) (Current 284m ²)	Yes		
Tenure. Council must either own the property, have the ability to purchase it, or to lease it on a long-term basis.		No	Lease opportunity

Criterion	Score	Comments
1. Accessible spaces	1 (2.25%)	Building has heritage status
a. Accessible to all. The entire facility is accessible to all users without barriers.		
b. Partnership Spaces. The ability for commercial lease opportunities and strategic partnerships	3 (5.25%)	.
c. Flexible spaces The degree to which the site can accommodate flexibility of spaces indoor and out. Forecourt ability to accommodate cruise, event weekend activations, indoor space available for operator activations/promotions.	2 (4%) Total: 11.5%	
2. Ease of development	1 (4%)	
a. Cost. What are the estimated costs associated with the development?	2 (3%) 2 (1.5%)	
b. Ease of Compliance. What regulatory processes are required to enable development? What is the likelihood of being able to comply?	Total: 8.5%	
c. Opposition. What level of opposition is there, or likely to be, from any party to the development of the site.		
3. Appropriate city activation	4 (15%)	

<p>a. Profile/landmark. The site is located in a high profile position. The new visitor centre will create a tourism hub for the city, and provides a sense of place. The site is located with visual access to open vistas.</p> <p>a. Proximity to other tourism activities. The site is located in a place close to other tourism activities that could benefit from the additional foot traffic that the visitor centre will create.</p>	<p>4 (10%)</p> <p>Total: 25%</p>	
<p>4. Connectivity</p> <p>a. Active transport. The site is easily accessible by foot or bike from the CBD.</p> <p>b. Public transport. The site is located close to public transport.</p> <p>c. Private vehicle. The site has on-site or nearby car parking available, and is easy to reach by private vehicle.</p> <p>d. Commercial Connectivity. Cruise/Napier Port / Tour Operators</p>	<p>4 (5%)</p> <p>4 (3%)</p> <p>Private Vehicle: 2 (2.5%)</p> <p>Commercial Connectivity: 3 (5.25%)</p> <p>Total: 15.75</p>	
<p>5. Displacement effects</p> <p>What negative effects will be created as a result of locating a new i-Site on the site and displacing the existing activity on that site?</p>	<p>3 (3.75%)</p>	
<p>Total Score Weighting Applied</p>	<p>64.5</p>	

2. WELCOMING COMMUNITIES ACCREDITATION APPLICATION

Type of Report:	Procedural
Legal Reference:	N/A
Document ID:	1448861
Reporting Officer/s & Unit:	Rebecca Peterson, Senior Advisor Policy

2.1 Purpose of Report

To seek Council agreement to proceed with the Welcoming Communities - Te Waharoa ki ngā Hapori accreditation application.

Officer's Recommendation

The Napier People and Places Committee:

- a. **MAKE A DECISION OF COUNCIL** under delegated authority to meet the Welcoming Communities application deadline.
- b. **Approve** that an application is made to the Welcoming Communities - Te Waharoa ki ngā Hapori accreditation programme.

2.2 Background Summary

The Welcoming Communities accreditation programme has been running since 2017 led by Immigration New Zealand (INZ) in partnership with the Office of Ethnic Communities. Immigration NZ provides funding, accreditation, information, networking and programme evaluation and guidance to support councils as they work through each phase and set of standards. Welcoming Communities is part of a global welcoming network including Welcoming Cities and Welcoming International. It brings together local government and communities to create a place that is welcoming for everyone.

Napier City Council were members of the advisory committee involved in the development of the Welcoming Communities Standard for New Zealand. We also participated in stakeholder engagement as part of the pilot that has informed the programme that functions today. Since its inception, Welcoming Communities has approved the accreditation of 18 councils across New Zealand. Further information about the programme can be found at <https://www.immigration.govt.nz/about-us/what-we-do/welcoming-communities>.

The standards

At the heart of the Welcoming Communities are the outcomes based standards which provide councils and communities with a benchmark of what a successful and welcoming community looks like. The standards comprise inclusive leadership, welcoming communications, equitable access, connected and inclusive communities, economic development, business and employment, civic engagement and participation, welcoming public spaces, culture and identity.

Benefits of accreditation

Welcoming Communities accreditation shows that a council values and welcomes newcomers. It provides a way to assess and improve welcoming practices as well as providing Council with access to support, resources knowledge and networking with other councils who are accredited and part of the Welcoming Communities programme. The funding provided through the accreditation will provide an additional resource to ensure the development of the Multi-cultural Strategy for Ahuriri is focussed and initiatives are implemented without delay.

Napier Social Monitor Survey 2021 Results - Diversity

In preparation for the development of a Multi-cultural Strategy, we included new questions in the 2021 Social Monitor Report (**Appendix 1**) to identify local Napier residents' attitudes towards diversity and inclusion. Below is a summary of these results:

- 77% of people feel **accepted** by their community in their neighbourhood and 60% feel their community is tolerant of others.
- 71% of residents feel it is somewhat or very easy to **be themselves** in Napier (compared to 84% nationally, recorded in 2018)
- Under half (48%) of residents believe an increasing number of people with **different lifestyles and cultures** from different countries makes Napier a better place to live. One third (33%) believe it makes no difference.
- Almost half of residents (49%) say they have experienced or seen someone else experience **prejudice or intolerance** in the previous three months (most often associated with ethnicity). Seventeen percent have experienced this personally (the same as the national level, recorded in 2018). Māori and residents under 65 were more likely to report these experiences.
- Ethnicity was the most cited reason for perceived prejudice.

These results can be used as a benchmark to identify the impact of delivering a Welcoming Communities programme, should we be successful. They also indicate areas that need focus within the Multicultural Strategy that would be a key focus of the Welcoming Communities programme.

2.3 Issues

The Social Monitor results and Napier's diverse population, indicate that Napier would benefit from increased dialogue with residents, iwi, mana whenua, migrant communities and newcomers about these issues, in particular to work on increasing the number who see diversity as making Napier a better place to live (currently sitting at under half the residents).

2.4 Significance and Engagement

The initial application is an Expression of interest. We will explore partnerships with local iwi and mana whenua representatives to initiate and deliver the model.

Napier City Council provided the Hawke's Bay Settlement Support Service until it was disestablished by Immigration NZ. We provide administrative support and are part of the Hawke's Bay Settlement Forum who have organised the cultural DiverCity event for a number of years. As such, we have well established networks and forums that will assist in the development of the programme. The Multi-Cultural Association of Hawke's Bay encourage Napier to join Welcoming Communities and will support in an advisory capacity throughout the application process.

2.5 Implications

Financial

Should Council be accepted onto the programme, seed funding of \$50,000 per annum for three years is provided as a contribution to the salary of a coordinator. Once established as a committed Welcoming Community (stage 1), a contribution of \$9,500 is then paid for council activities (stage 2) as they become an established Welcoming Community. Funding contributions for professional development sits at \$2000 as council becomes an advanced Welcoming Community (stage 3) and a following \$2500 as an excelling Welcoming Community (stage 4). There will be additional contributions sought from Council and other entities to implement welcoming activities.

Stage	Funding	Application Fee
Stage 1: Committed	\$50,000 per annum for three years for coordinator	No fee
Stage 2: Established	\$9,500 one off payment for implementation	\$1,000
Stage 3: Advanced	\$2,000 one off payment for workforce development	\$1,500
Stage 4: Excelling	\$2,500 one off payment for workforce development	\$1,500

It is envisaged the funding will be used to employ a part-time coordinator, with the implementation payment used for strategy development and projects. Council already provides funding, through Community Development Project Grants, for events and projects that support and celebrate diversity. This funding can be targeted towards initiatives identified through the Multi-cultural Strategy when it is completed.

Social & Policy

Becoming a Welcoming Community will help drive the development and implementation of a Napier Multi-cultural Strategy. The Social Monitor survey results will enable tracking of diversity and social inclusion trends over time.

Risk

N/A

2.6 Options

The options available to Council are as follows:

- Approve that an application is made to the Welcoming Communities - Te Waharoa ki ngā Hapori accreditation programme. (Preferred)
- Do not approve that an application is made to the Welcoming Communities - Te Waharoa ki ngā Hapori accreditation programme.

2.7 Development of Preferred Option

Should Council approve that an application is progressed, an Expression of Interest will be submitted by the end of April 2022, (deadline 13 May 2022) with the outcome advised by Immigration NZ around June 2022 with commencement in July.

2.8 Attachments

- 1 NCC Social Monitor Report 2021 (Doc Id 1452450) [↓](#)



Napier City Council

SIL Research

| 2021 Social Monitor

November 2021

Contact: Dr Virgil Troy 06 834 1996 or virgiltroy@silresearch.co.nz

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EXECUTIVE SUMMARY

The purpose of this research is to inform policies and initiatives to enhance the social wellbeing of Napier's community.

Research was conducted between 13 August and 27 September 2021. A total of n=610 surveys were used in the final analysis.

- In 2021, the COVID-19 pandemic and associated restrictions or considerations may have a continued effect on public sentiment and general wellbeing. The most recent lockdown (in August 2021) resulted in increasing concern levels in the community (64%), exceeding the 2020 results.
- Other important events (such as flooding in November 2020, crime-related incidents) may have influenced community perceptions as well.
- As a result, overall community life (70%) and willingness to remain in Napier (71%) declined in 2021.
- The main area with a weakened performance in 2021 was perceived safety in Napier.
- The Social Index – derived by summing scores from all questions (comparable to 2020) designed to evaluate residents' quality of life – was 66.2, a good level, but slightly down compared to 2020.

1 Overall life in Napier:

- 70% of residents rated their life in Napier from 'good' to 'very good' (79% in 2020), and fewer residents in 2021 (71%) than in 2020 (82%) saw themselves living in Napier in the next five years.
- Positive changes to improve safety perceptions have the potential to increase perceived quality of life in Napier.
- Overall, 37% of residents agreed their quality of life had improved in the past year, and 40% mentioned their quality of life remained unchanged (similar to 2020).

2 Safety:

- 56% of residents agreed they feel safe in Napier to some extent (up from 45% in March 2021, but down from 73% in 2020).
- 33% of residents felt unsafe in Napier.
- 6-in-10 residents who felt unsafe (and provided a comment) believed lack of safety was due to gang presence, and personal experiences of crime.
- Residents considered themselves somewhat safe during the day (77%) and at home at night (64%) compared to being outside after dark (32%).
- Half of residents (51%) reported feeling less safe in the past 12 months. This was associated with greater perceptions of feeling less safe in the neighbourhood after dark and CBD at night.



- Just under one-third (31%) reported that they, or a member of their household, had been the victim of crime in the last 12 months.
- 80% of residents said they would always report dangerous or suspicious activities occurring in their neighbourhood to the Police.
- The survey results suggest that safety perceptions could influence willingness to go out in Napier after dark.

3 Health and community mental wellbeing:

- 72% of residents believed they were personally in good health (similar to 70% in 2020).
- Residents continued to report a good level of moderate-intensity activity (7.8 hours on average per week); this result was higher than minimum recommendations from the World Health Organization.
- The Mental Wellbeing Index - a measure of indicative psychological distress - was moderate (10.2, maximum score = 20) and similar to 2020.

4 Community, social connections and diversity:

- Napier residents provided, on average, positive ratings in relation to social connections (78%, same as in 2020); however, the average score for accessibility declined (55%, down from 60% in 2020).
- The community's sense of diversity remained consistent in 2021.
- 7-in-10 residents (71%) believed it was '*somewhat*' or '*very easy*' to be themselves in Napier.

- 48% of residents believed an increasing number of people with different lifestyles and cultures make Napier a better place to live.
- However, still around half of residents (49%) reported experiencing or seeing someone else experiencing prejudice or intolerance (most often associated with ethnicity).

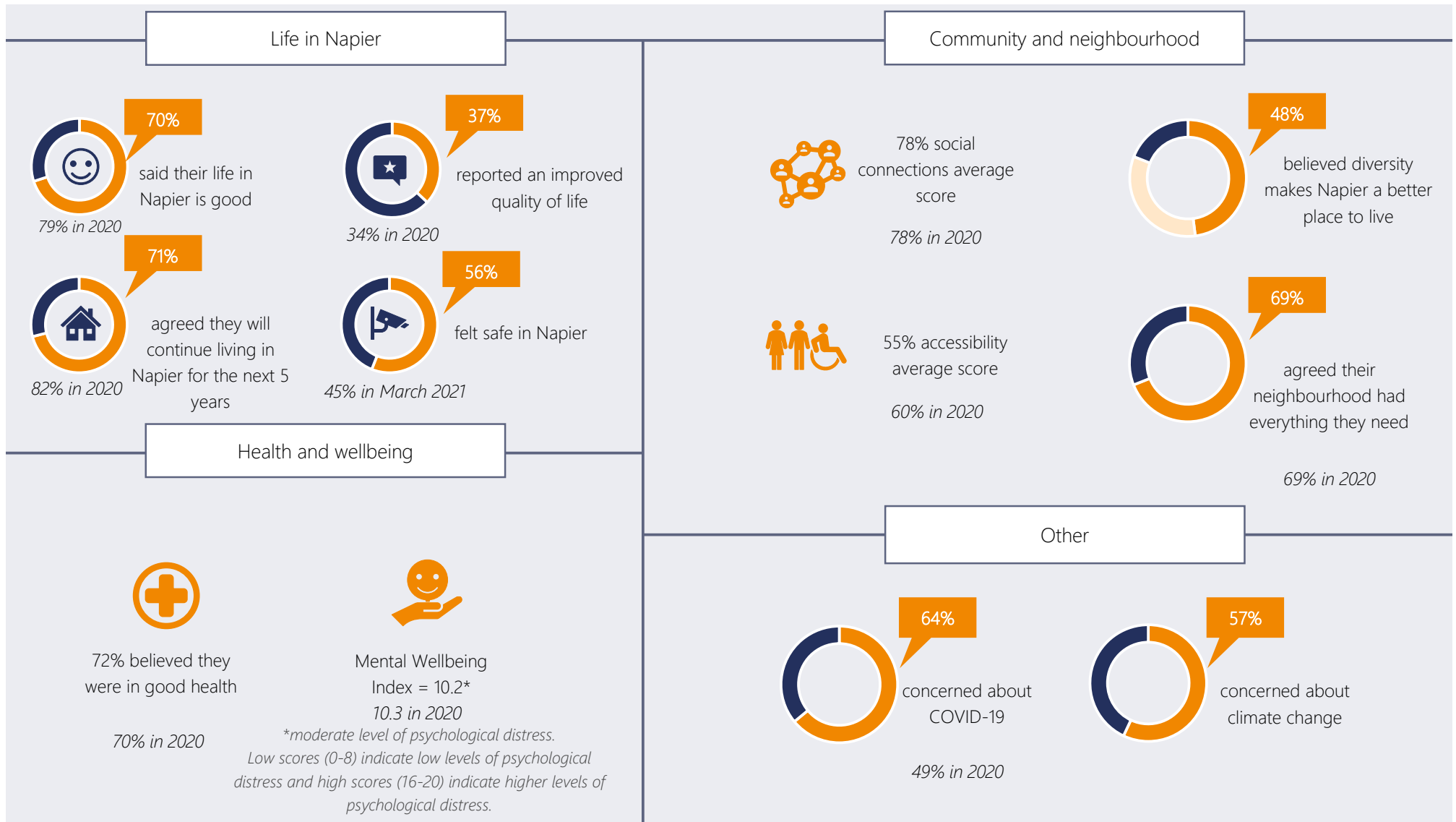
5 Other findings:

- Over two-thirds of residents believed their neighbourhood has everything they need (69%, same as in 2020) and felt a sense of pride with how their neighbourhood looks and feels (68%).
- 47% of residents were satisfied with Council's provision of Civil Defence (49% in 2020).

6 Environment:

- Overall, 57% of residents were concerned about the impacts of climate change in Napier.
- At the same time, almost all residents named at least one environmental activity they had been involved in the past 12 months; 6-in-10 residents named five activities or more.
- 90% of the Napier community reported minimising their waste by recycling regularly.

KEY HIGHLIGHTS



METHODOLOGY

BACKGROUND AND OBJECTIVES

As a part of their biennial work programme, Napier City Council (NCC) has commissioned a Social Monitor survey since 1998.

Since 2019, the Social Monitor survey has been conducted by SIL Research, an independent Market Research Company. The purpose of this research is to inform the Council's policies and initiatives to enhance the social wellbeing of Napier's community.



QUESTIONNAIRE AND PROJECT SPECIFICS

In 2019, SIL Research, together with NCC, developed a revised Social Monitor questionnaire based on work previously conducted for the Council. This survey was then repeated in 2020.

In 2021, the questionnaire was reviewed and included a number of new questions and topics:

- More in-depth questions about safety in Napier
- Community experiences: diversity, equity, and inclusion
- Updated questions about social connections and neighbourhood
- Climate change perceptions.

The 2021 survey continued to include questions related to COVID-19 to understand the impacts of COVID-19 on the wellbeing of the Napier community, and to monitor these results over time.

The questionnaire was tested prior to full-scale data collection to ensure the survey was fit for purpose.

SIL used a multi-layered sampling technique to ensure a proportional spread of respondents from each of Napier's four electoral wards, by age and gender distribution.

DATA COLLECTION

Research was conducted between 13 August and 27 September 2021.

Multiple data collection methods were utilised to ensure residents were well-represented. The mixed-methods approach included:

- (1) Telephone survey. Respondents were randomly selected from the publicly available telephone directories;
- (2) Social media (available via SIL Research social media platforms, such as Facebook). The invitation advertisement was randomly promoted to Napier residents;
- (3) Online/web based (available via NCC's channels). The survey was available via NCC's Facebook.
- (4) Email invitations for NCC's community groups and community panel.

(5) Postal survey forms. 500 forms were delivered to randomly selected households in Napier.

On 17 August 2021, the Alert Level 4 (and national lockdown) was announced in response to new community cases of the COVID-19 Delta variant. Following New Zealand Government recommendations, the data collection methods were reviewed and limited only to online and telephone interviewing methods to ensure safety of the Napier community. Postal surveys were distributed later, during the subsequent Alert Level 2.

In 2021, the total number of surveys used in the analysis was increased from n=450 to n=610.

DATA ANALYSIS

Surveys were conducted proportional to the population in each of Napier's wards, by age, gender and ethnicity. Post-stratification (weighting) was then applied to the full dataset to reflect age and gender group proportions within each ward as determined by the Statistics New Zealand 2018 Census.

Table 1 Responses by ward

	Number of responses	%
Ahuriri	110	18%
Nelson Park	168	28%
Onekawa-Tamatea	102	17%
Taradale	230	38%

SIL Research ensured quality control during the fieldwork period. In addition, quality control checks were performed using follow-up calls across randomly selected respondents (10% of those who agreed to the follow up) to verify the key responses.

Further checks included, but were not limited to, removal of incomplete responses and responses coming from outside of Napier.

The main resident demographic groups analysed in this report were: ward, suburb, age, gender, ethnicity, tenure, income and home ownership. During the analysis stage, Chi-square tests were used when comparing group results in tables. The threshold for reporting any statistically significant differences was a p-value of 0.05. Where differences were outside this threshold (less than 95%), no comments were made; where differences were within this threshold, comments have been made within the context of their practical relevance to NCC.

Using Statistics New Zealand population projections for the NCC catchment area, in general, a sample size of n=610 across approximately 47,400 residents aged 18 years and over allows for a 95% confidence level +/- 3.9% where residents are split 50/50 on any given issues, and a 95% confidence level +/- 3.2% where residents are split 80/20.

Where results are reported by sub-groups of residents, estimates of results may not be statistically reliable due to the higher margins of error (small sample sizes).

NOTES ON REPORTING

The current 2021 findings are compared to the 2019 and 2020 Social Monitors, 2021 Community Safety (March 2021) and 2020 Hawke's Bay Regional Council Climate Change surveys (where applicable).

New Zealand wide anecdotal comparison is provided (where applicable) using the following sources: New Zealand wellbeing survey (Statistics New Zealand), the New Zealand crime and victim survey (Ministry of Justice), COVID-19 survey (Perceptive), and wellbeing top line report from the nine larger Councils in New Zealand (Auckland, Hamilton, Tauranga, Porirua, Hutt City, Wellington, Christchurch and Dunedin).

Due to questionnaire changes, some reported measures (e.g. average agreement score and social index) included new and/or updated statements and may not be directly comparable to 2019-2020 results.

The survey included several question statements about life in Napier; each question was rated using a 1-5 Likert scale (e.g. 'Strongly disagree' to 'Strongly agree'). Respondents were also provided with a 'Don't know' option.

'Agree' percentages represent aggregated positive responses (ratings of 4-5).

Due to rounding, figures with percentages may not add to 100%. Reported percentages were calculated on actual results, not rounded values.

The term 'Resident' has been used to represent respondents who participated in the survey.

WHO TOOK PART IN THE SURVEY

Table 1 Responses by age

	Frequency	Percent	Population %
18-39	194	31.7	31.6
40-64	257	42.1	42.2
65+	159	26.1	26.3
Total	610	100.	100.0

Table 2 Responses by gender

	Frequency	Percent	Population %
Female	320	52.5	52.8
Male	287	47.0	47.2
Another gender	3	0.5	-
Total	610	100.0	100.

Table 3 Responses by home ownership

	Frequency	Percent
Owned	475	77.9
Rented	105	17.1
Private trust	21	3.4
Other	8	1.3
I'd rather not say	1	0.2
Total	610	100.0

Table 4 Responses by ethnicity

	Frequency	Percent	Population %*
New Zealand European	440	72.1	82.7
Māori	109	17.9	17.4
Other	61	10.0	10.3
Total	610	100.0	*Multichoice

Table 5 Responses by aggregated time lived in Napier

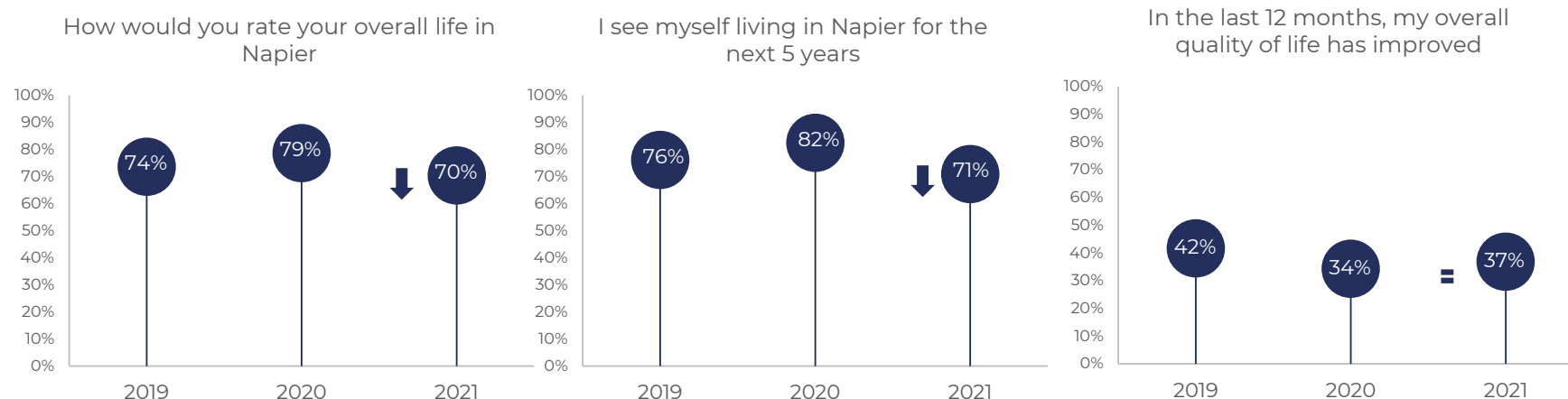
	Frequency	Percent
Less than 10 years	215	35.2
More than 10 years	395	64.8
Total	610	100.0

Note: final dataset was statistically weighted to increase accuracy of the reported results. The results are representative of key demographic groups (age, gender, ethnicity and ward) for adults aged 18+. The target was based on 2018 New Zealand Census information. *Respondents can select more than one ethnic group; therefore, totals add to more than 100%.

LIFE IN NAPIER

Snapshot of results over time

↓ Significant decrease ↑ Significant increase = No significant difference



- Overall perceptions of life in Napier remained moderately positive.
- Despite some variations over time, no linear trends (up or down) were observed in relation to overall life, quality of life and retention in Napier.
- Over one-third of residents agreed (37%) their quality of life improved in the last year; 40% (similar to 2020) felt their quality of life remained the same.
- Although fewer residents in 2021 rated their life from 'good' to 'very good' (70%), or saw themselves remaining in Napier in the next 5 years (71%), these results were on a par with 2019.



According to New Zealand Covid-19 and Wellbeing survey 2021, **75%** of New Zealanders were satisfied with their **life overall** (down compared to 81% in 2018).



In 2018, Councils with larger populations (e.g. Auckland, Wellington) reported **30%** of residents had improved their quality of life in the last 12 months.

LIFE IN NAPIER

Overall rating of life in Napier

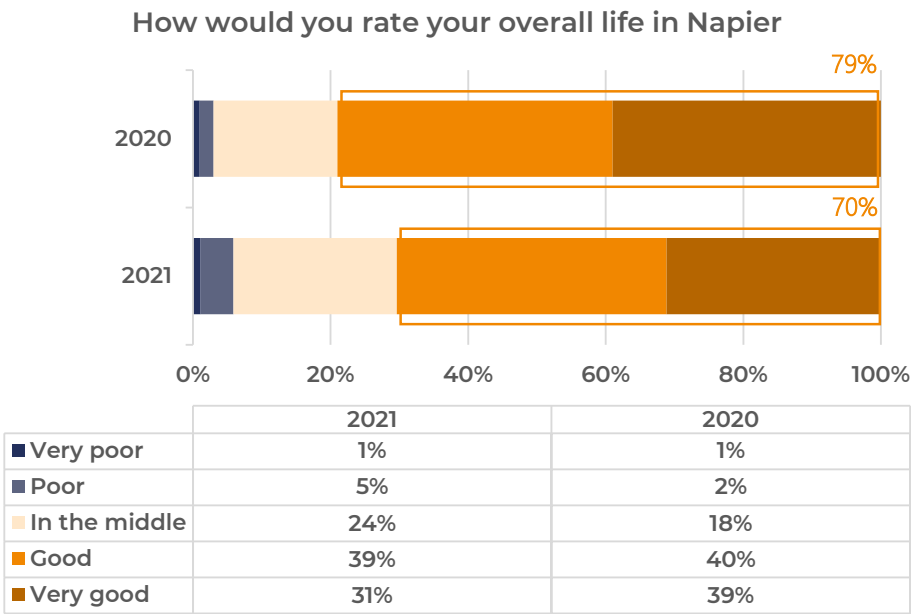


Table 6 Aggregated % 'good' and 'very good' responses

		2021	2020
Ward	Ahuriri	79%	88%
	Nelson Park	59%	72%
	Onekawa - Tamatea	70%	70%
	Taradale	75%	83%
Age	18-39	56%	69%
	40-64	67%	80%
	65+	93%	88%
Ethnicity	New Zealand European	74%	82%
	Māori	64%	59%
	Other	57%	86%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- Overall, 70% of residents felt positive about their life in Napier, although fewer rated their life as 'very good' and more rated themselves 'in the middle' compared to 2020.
- 3-out-of-4 wards recorded a decline in overall quality of life; Onekawa-Tamatea residents tended to provide similar ratings between 2020 and 2021.
- Nelson Park ward residents (59%) were least likely to find their life in Napier 'good' or 'very good'.
- Older residents (aged 65+), and residents who owned their property, were more likely to consider their life in Napier as 'good' or 'very good'.
- Overall perceptions of life in Napier were associated with multiple attributes; however, safety perceptions exhibited the strongest connection.

n=610

LIFE IN NAPIER

Living in Napier for the next 5 years (retention index)

I see myself living in Napier for the next 5 years

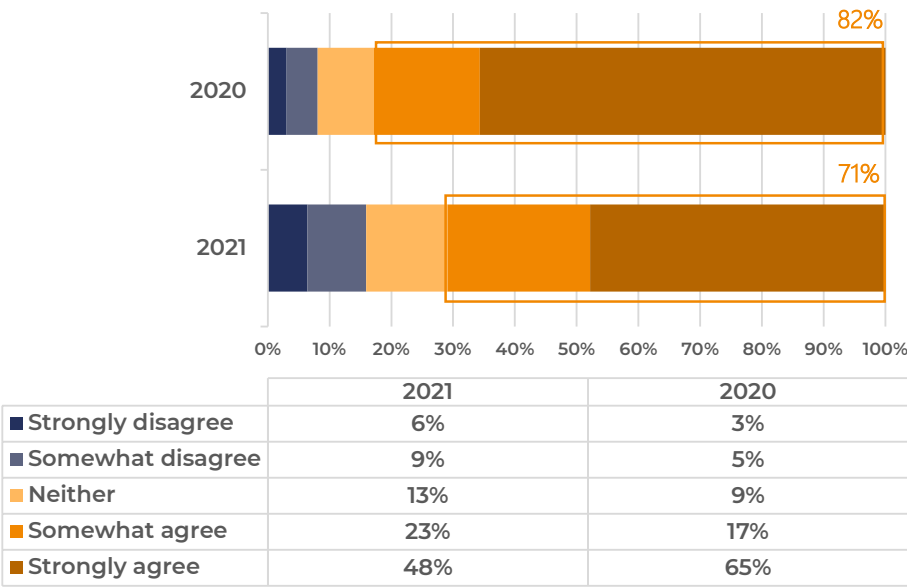


Table 7 Aggregated % 'agree' responses

		2021	2020
Ward	Ahuriri	71%	86%
	Nelson Park	65%	80%
	Onekawa - Tamatea	71%	77%
	Taradale	75%	85%
Age	18-39	49%	72%
	40-64	76%	84%
	65+	89%	92%
Ethnicity	New Zealand European	73%	84%
	Māori	65%	70%
	Other	66%	85%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- Despite a decline in 2021, the retention index remained high (71%).
 - Greater quality of life and safety perceptions were associated with willingness to stay in Napier.
 - Social connections and sense of belonging to their communities also showed a significant relationship with the retention attribute.
- Older residents, home owners, and residents who had lived in Napier 10+ years, were more likely to see themselves remaining Napier.
 - In 2021, fewer residents aged 18-39 considered staying in Napier for the next 5 years. This group of residents tended to report lower levels of perceived safety, community connection, neighbourhood satisfaction and mental wellbeing.

n=610

LIFE IN NAPIER

Quality of life in the past 12 months

In the last year, my overall quality of life has improved

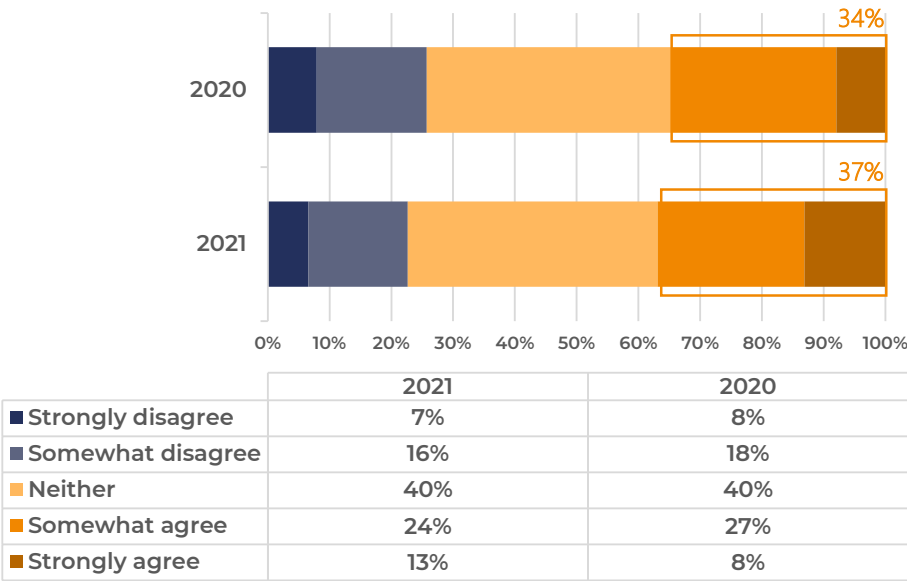


Table 8 Aggregated % 'agree' responses

		2021	2020
Ward	Ahuriri	42%	32%
	Nelson Park	36%	44%
	Onekawa - Tamatea	31%	38%
	Taradale	38%	27%
Age	18-39	44%	46%
	40-64	35%	30%
	65+	31%	26%
Ethnicity	New Zealand European	36%	33%
	Māori	40%	40%
	Other	37%	33%

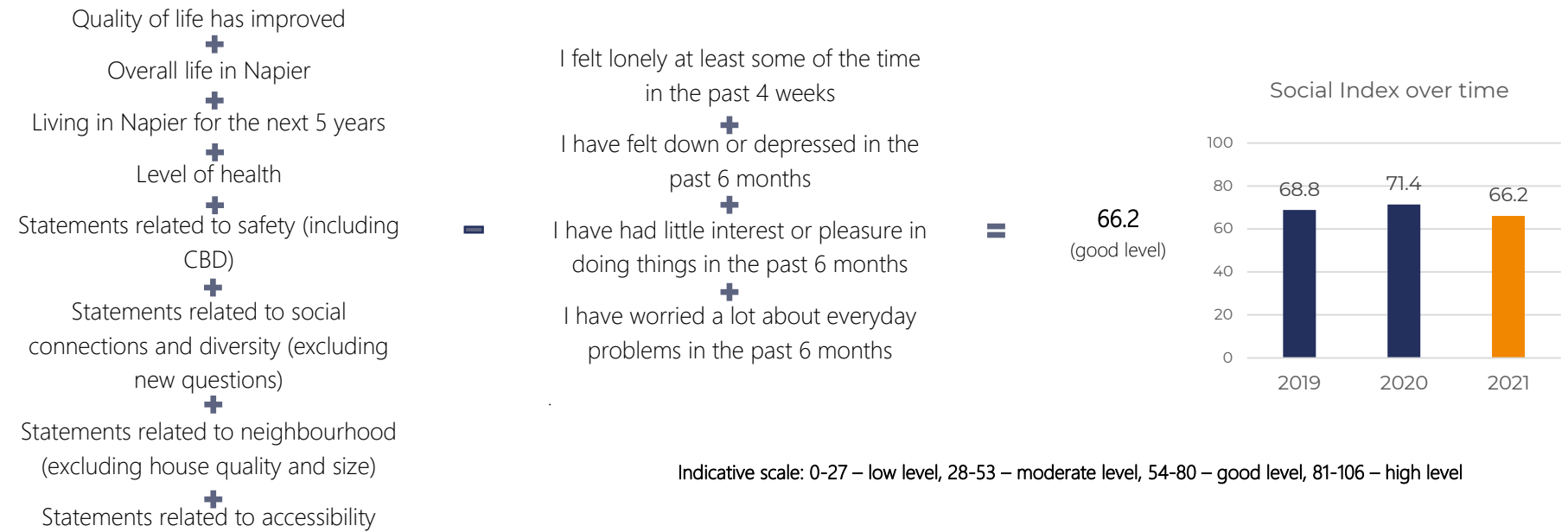
Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- Overall, 37% of residents in 2021 agreed their quality of life had improved in the past year, which was similar to 2020.
 - Quality of life perceptions slightly improved in Ahuriri and Taradale wards.
- Older residents (aged 65+) were more likely to feel their quality of life remained the same (56%), whereas younger residents (aged 18-39) were more likely to agree their life had improved (44%). At the same time, no significant differences were observed between 2020 and 2021 results by age.

n=610

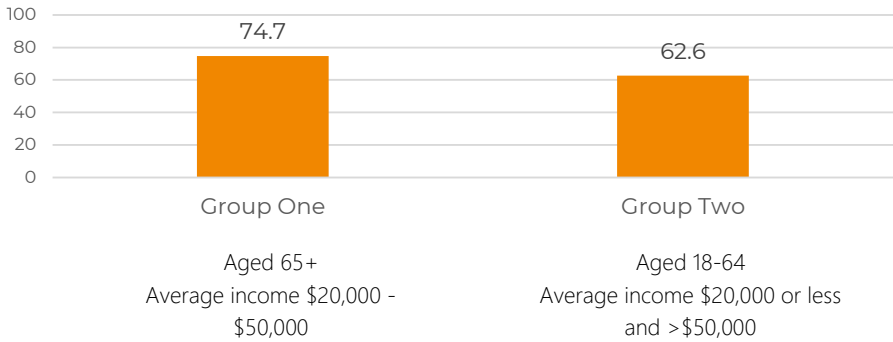
SOCIAL INDEX

The Social Index was derived by summing scores from all questions designed to evaluate residents’ quality of life. Note: mental wellbeing questions were deducted from the total score (negative scale type of questions), and ‘Don’t know’ scored zero. In 2021, the questionnaire was reviewed resulting in a slight modification in attributes included in the Index. The total number of included attributes remained the same for scale consistency (e.g. not all new questions were included as part of the Social Index calculations).



Indicative scale: 0-27 – low level, 28-53 – moderate level, 54-80 – good level, 81-106 – high level

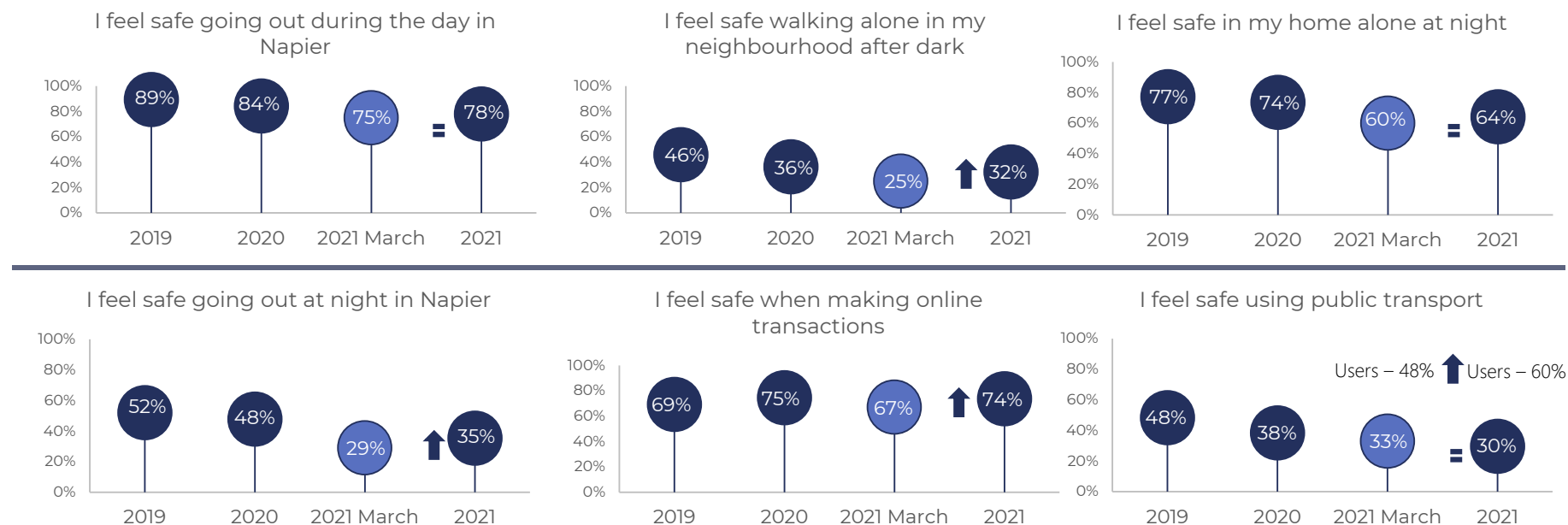
The Social Index score declined slightly in 2021, with scores varied from the minimum of 16 to the maximum of 104, and dependent on social demographics (age and income). As a result, two main groups were identified, representing segments of residents with typically higher or lower average index scores.



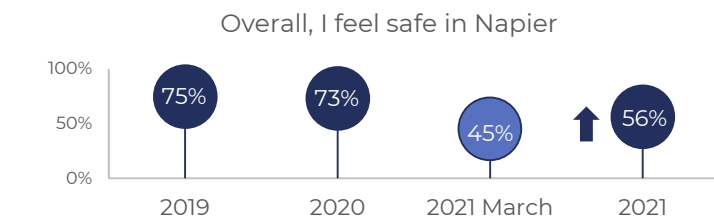
SAFETY IN NAPIER

Snapshot of results over time

↓ Significant decrease ↑ Significant increase = No significant difference



- Although community perceptions of safety in Napier continued to decline in 2021, the September 2021 results were on a par or above the Community Safety Survey in March 2021.
- Overall, 56% of residents reported feeling safe in Napier. This was down from 73% in 2020, but up compared to results from the March 2021 Community Safety Survey (45%).
- Feeling safe going out during the day (78%) and at home alone at night (64%) remained similar to March 2021.



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According to the Ministry of Justice, **89%** of New Zealanders **felt safe** in 2020.

New questions in this section in 2021:

- Feeling safe in the CBD at night
- Feeling safe in the CBD during the day
- Driving in Napier
- Perceived safety changes in the last year
- Personal crime experiences
- Willingness to report dangerous activities

SAFETY IN NAPIER

Overall feelings of safety

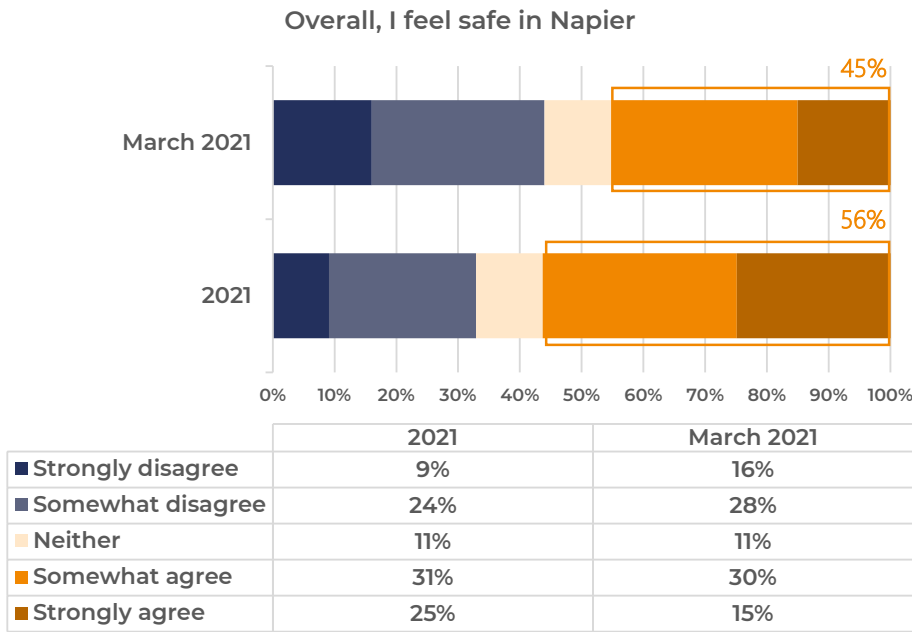


Table 9 Aggregated % 'agree' responses

		2021	March 2021
Ward	Ahuriri	60%	46%
	Nelson Park	55%	46%
	Onekawa - Tamatea	53%	36%
	Taradale	57%	48%
Age	18-39	44%	32%
	40-64	50%	43%
	65+	80%	65%
Ethnicity	New Zealand European	58%	47%
	Māori	57%	40%
	Other	43%	42%

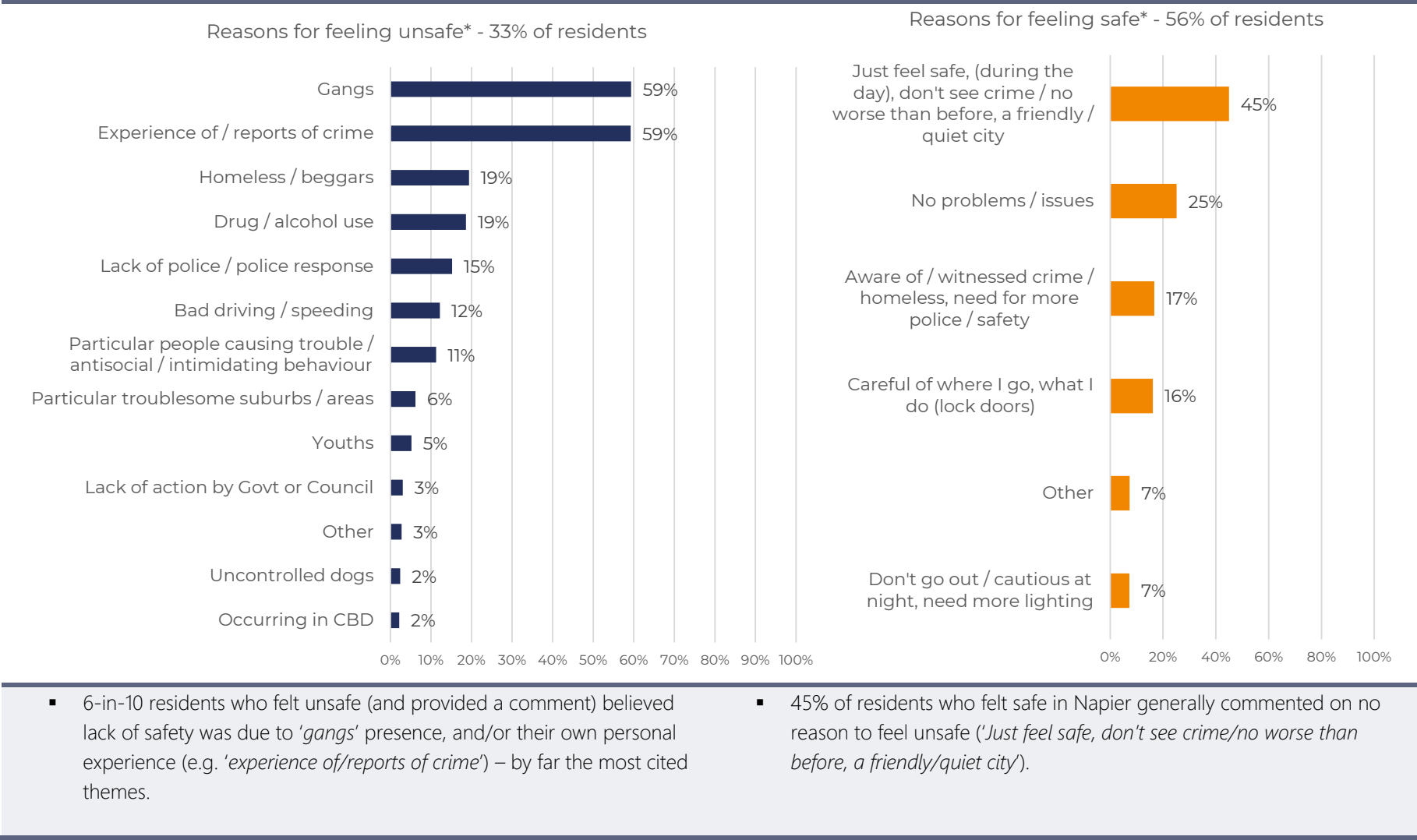
Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- Overall, 56% of residents stated they feel safe in Napier ('somewhat' or 'strongly agree').
- The percentage of residents who felt unsafe in Napier (33%) continued to increase (from 17% in 2020), but was down compared to March 2021 (44%).
- Overall safety perceptions in Napier were associated more with being at home and out at night and daytime, rather than driving, public transport or online transactions.
- Older residents (aged 65+) were significantly more likely to feel safe, and their feeling of safety has not changed compared to 2020, but improved compared to a low score in March 2021.
- Younger residents (18-39) felt least safe in 2021, reporting the greatest drop in perceived safety since 2020 (despite some rebound from March 2021 to the current survey).
- Safety perceptions improved across all wards in Napier, compared to March 2021.

n=605

SAFETY IN NAPIER

Reasons for feeling safe or unsafe



*Open-ended comments sorted into categories. Totals may exceed 100% owing to multiple responses for each respondent

SAFETY IN NAPIER

Perceived safety during the day

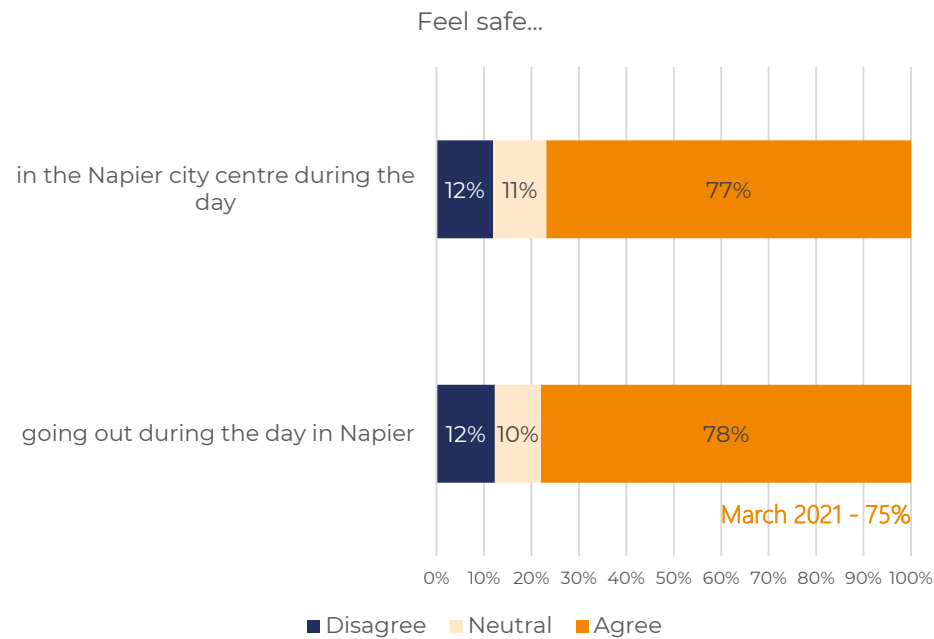


Table 10 Aggregated % 'agree' responses

		During the day in Napier	CBD during the day
Ward	Ahuriri	84%	78%
	Nelson Park	75%	76%
	Onekawa - Tamatea	74%	75%
	Taradale	79%	78%
Age	18-39	74%	76%
	40-64	74%	72%
	65+	88%	85%
Ethnicity	New Zealand European	79%	76%
	Māori	77%	78%
	Other	84%	76%

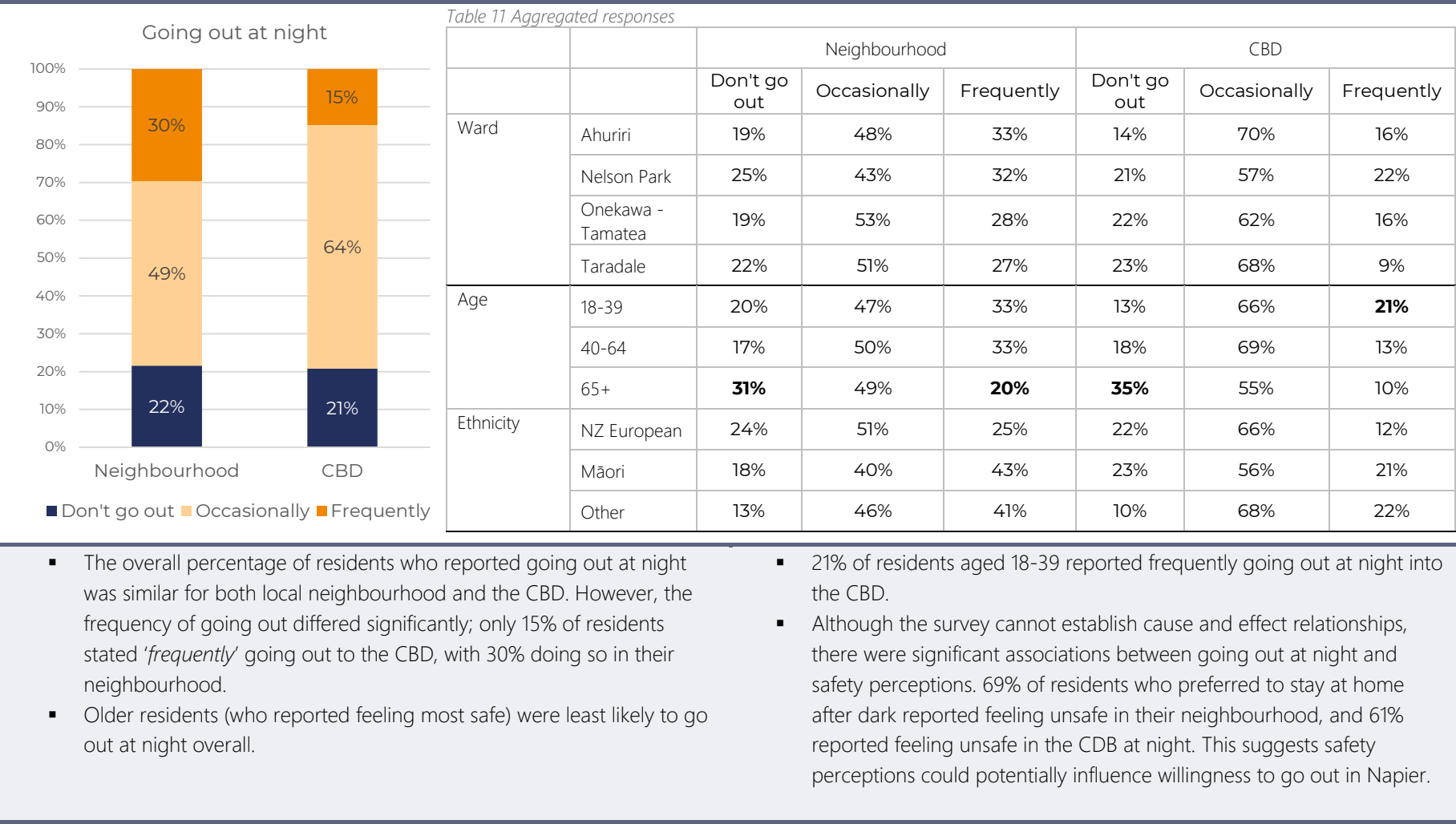
Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- Perceptions of safety were higher during the day (77% on average) compared to outside after dark (32%, page 20).
- Overall perceptions of safety while out in Napier correlated highly with feeling safe in the CBD.
- Older residents (aged 65+) were more likely to report feeling safe in these situations.

n=608

SAFETY IN NAPIER

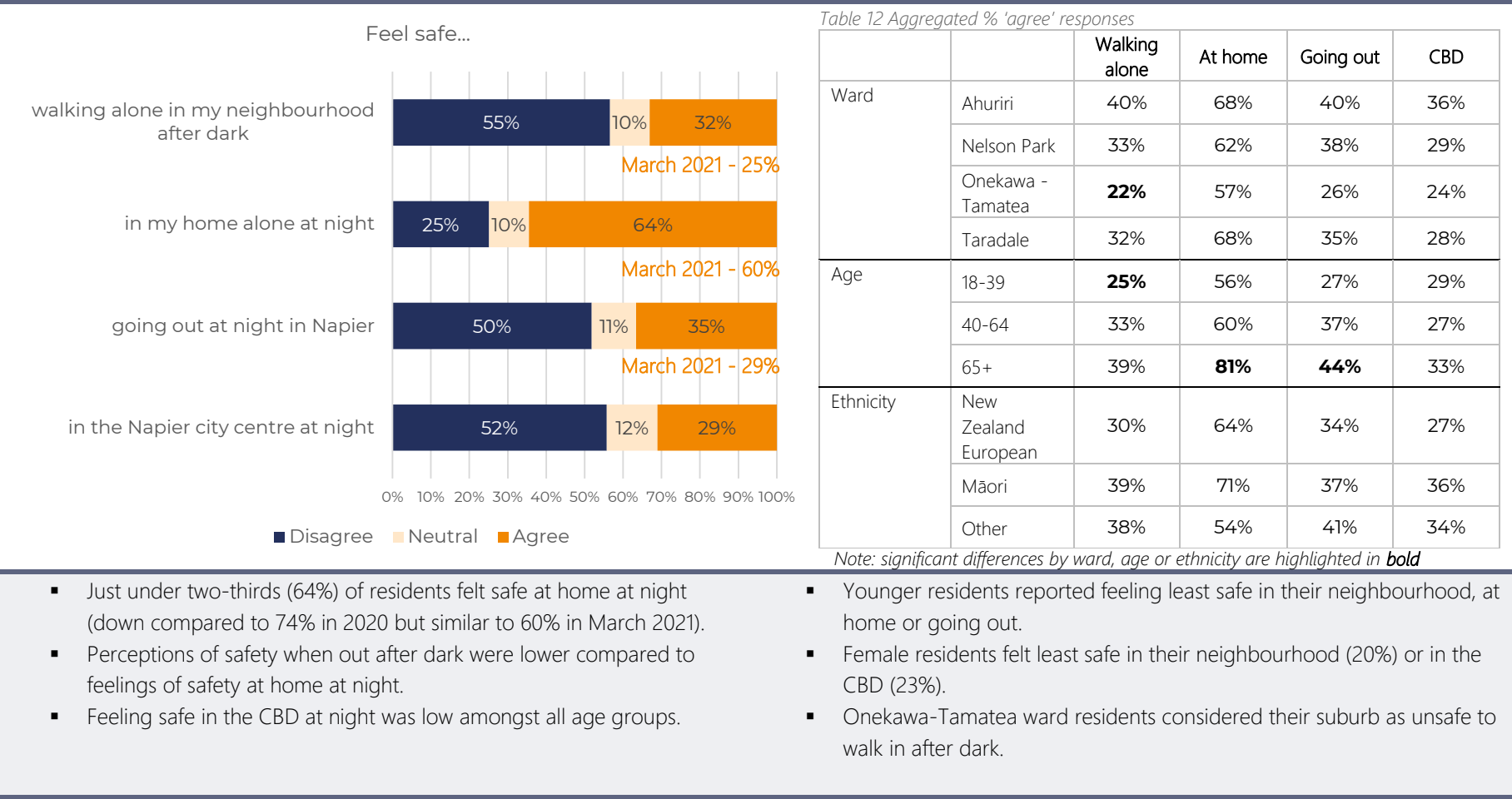
Likelihood of going out after dark



Note: significant differences by ward, age or ethnicity are highlighted in **bold**

SAFETY IN NAPIER

Perceived safety after dark



According to Statistics New Zealand, **87%** of New Zealanders felt safe **at home at night** in 2018, and **62%** felt safe **walking after dark**.

n=608-610

SAFETY IN NAPIER

Other attributes in relation to safety

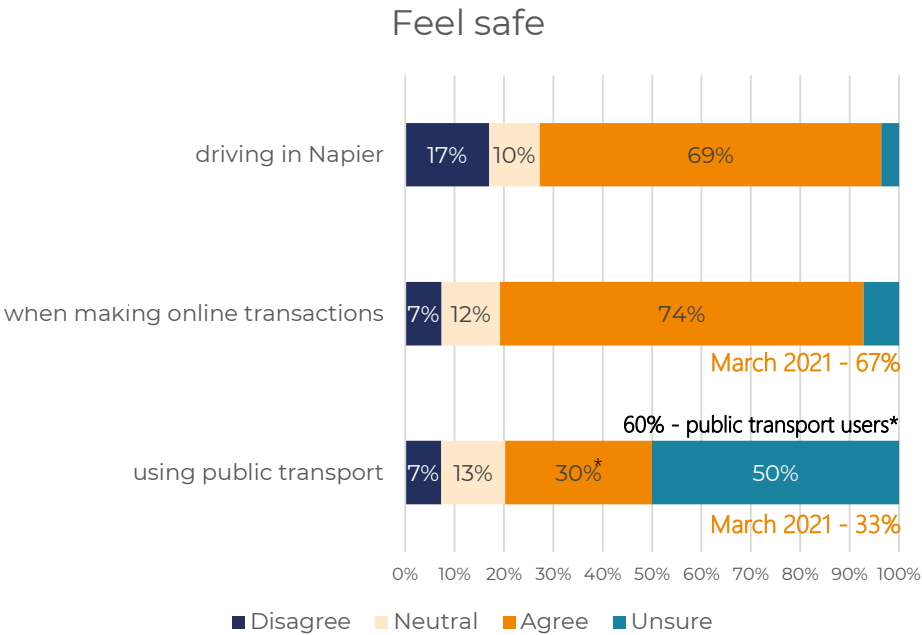


Table 13 Aggregated % 'agree' responses

		Driving	Online transactions	Public transport
Ward	Ahuriri	74%	73%	26%
	Nelson Park	68%	74%	34%
	Onekawa - Tamatea	63%	70%	25%
	Taradale	71%	75%	30%
Age	18-39	63%	81%	35%
	40-64	68%	73%	27%
	65+	78%	64%	28%
Ethnicity	New Zealand European	70%	74%	27%
	Māori	66%	74%	36%
	Other	72%	72%	37%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- 69% of residents reported feeling safe when driving in Napier.
- 74% of residents reported feeling safe when making online transactions.
- Although only 30% of residents felt safe using public transport, half (50%) could not provide a rating. Amongst public transport users, 60% reported feeling safe (similar to 58% in 2020).
- Younger residents were more likely to feel safe making online transactions or using public transport.



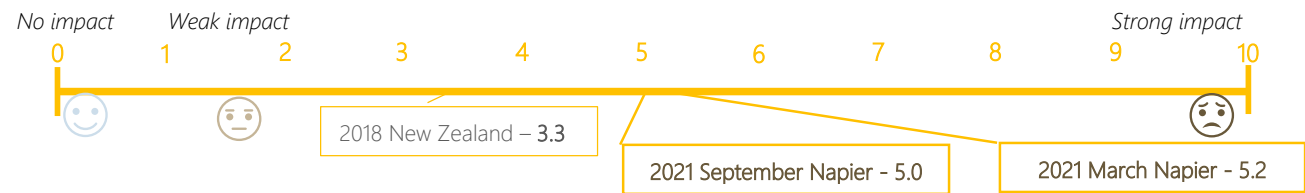
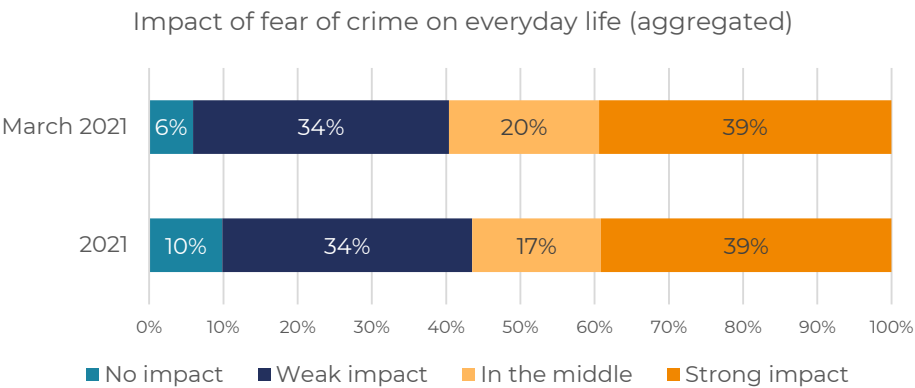
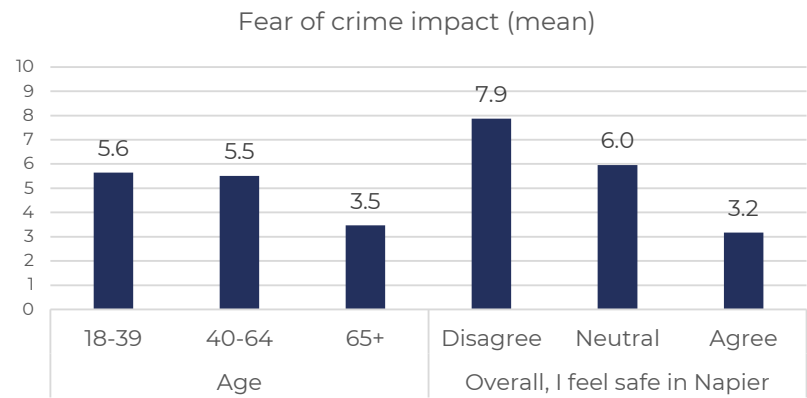
According to Statistics New Zealand, **72%** of New Zealanders felt safe **making online transactions** in 2018.

n=603-605

*Re-calculated excluding 'Don't know'/'Not applicable' responses

SAFETY IN NAPIER

Fear of crime and everyday life



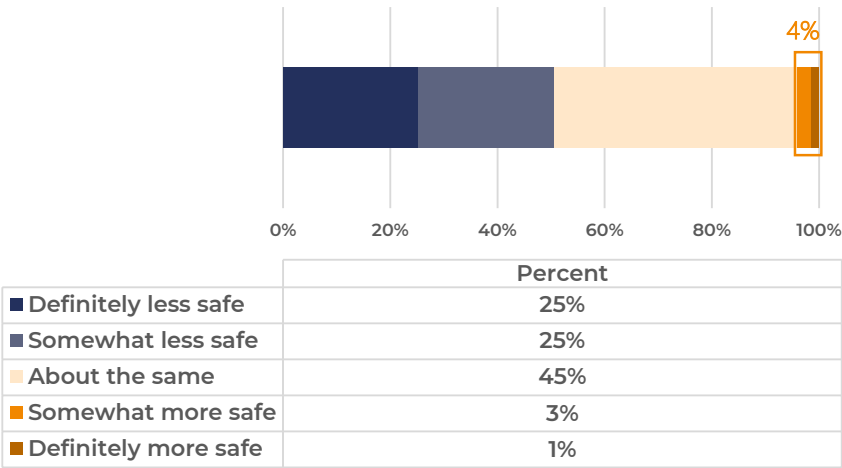
- 10% of residents in the current survey believed fear of crime had no impact on their everyday life.
- 34% of residents reported a weak impact (ratings 1 to 4 out of 10), and 39% reported a moderate to strong impact (ratings 7 to 10 out of 10) – similar to the results in March 2021.
- On average, the reported level of impact was 5.0 out of 10.
- This score was higher amongst residents who felt unsafe in Napier (average score of 7.9) – indicating that those who feel less safe also feel crime has a larger impact on their life.
- Residents aged under 65 were more likely to report fear of crime having a stronger impact on their everyday life.
- Reported changes in safety perceptions in Napier in the past 12 months exhibited the strongest connection with fear of crime; residents who felt less safe over time were more likely to suggest a greater level of impact.
- Other significant factors on fear of crime were feelings of safety alone at home at night, going out at night, going out during the day and driving in Napier.

n=609

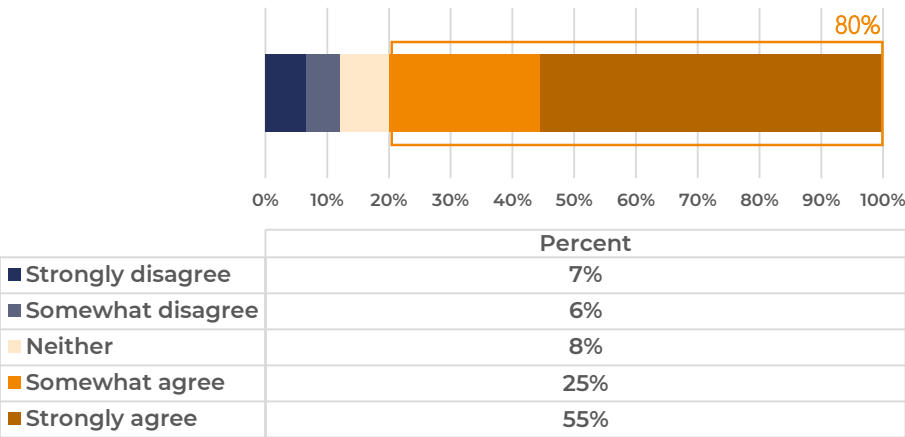
SAFETY IN NAPIER

Other safety perceptions

Compared to 12 months ago, how do you now feel?



I would always report dangerous or suspicious activities occurring in my neighbourhood to the Police



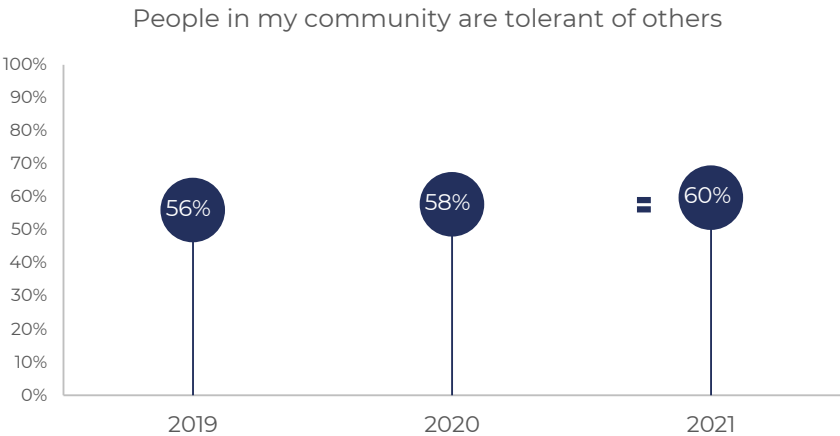
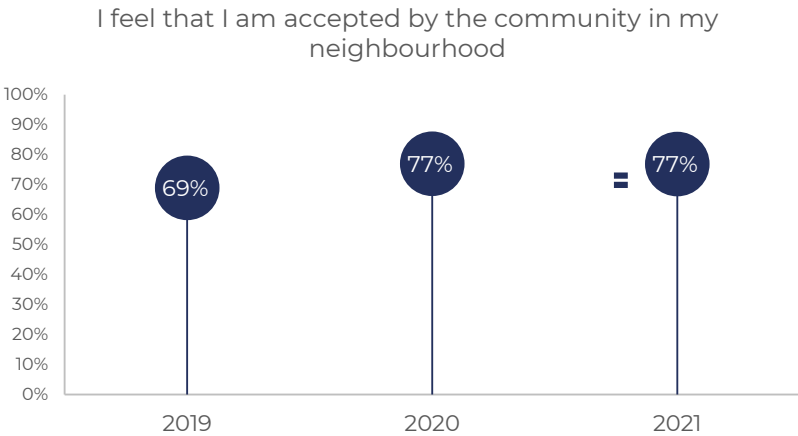
- Half of residents (51%) reported feeling less safe in the past 12 months. This was associated with greater perceptions of feeling less safe in the neighbourhood after dark and CBD at night.
- Just under one-third (31%) reported that they, or a member of their household, had been the victim of crime in the last 12 months. According to the Ministry of Justice, 29% of New Zealand adults reported crime experience in 2020.
- 80% of residents believed they would always report dangerous or suspicious activities occurring in their neighbourhood to the Police.
- Respondents who had stronger social connections were more likely to suggest reporting dangerous or suspicious activities.
- Overall, two distinct groups of respondents were identified in relation to their contrasting safety perceptions.
- Group one exhibited a lower fear of crime impacting on their everyday life, as they tended to feel more secure in Napier, and were slightly more likely to report any suspicious activities in their neighbourhood. These respondents were more likely to be over 65, from Taradale and Ahuriri wards.
- Group two exhibited greater fear of crime and overall a greater sense of feeling unsafe in Napier. Half of residents within this group resided in Nelson Park and Onekawa-Tamatea wards. This group of residents was also more likely to experience or report a crime in the past 12 months.

n=609-610

DIVERSITY

Snapshot of results over time

↓ Significant decrease ↑ Significant increase = No significant difference



- The community’s sense of diversity remained consistent in 2021.
- 6-in-10 residents believed people in their community are tolerant of others (similar to 58% in 2020).

- 77% of residents felt accepted by the community in their neighbourhood (similar to 2020).

New questions in this section in 2021:

- How easy or hard is it to be yourself in Napier
- Personal experiences of prejudice
- Diversity impacts on Napier as a place to live

DIVERSITY

Attributes in relation to community diversity

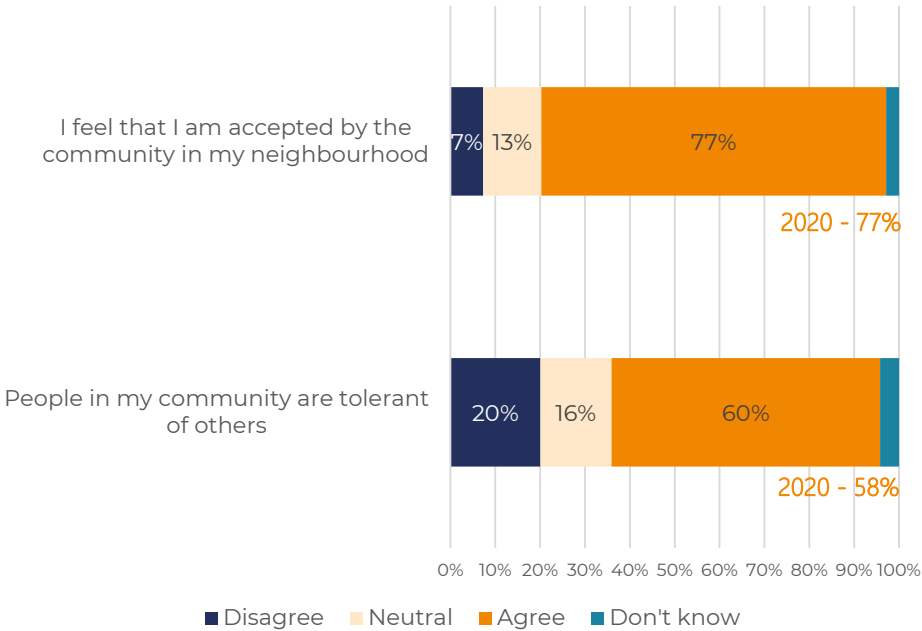


Table 14 Aggregated % 'agree' responses

		Feel accepted	Tolerance
Ward	Ahuriri	86%	70%
	Nelson Park	71%	53%
	Onekawa - Tamatea	68%	49%
	Taradale	80%	65%
Age	18-39	68%	58%
	40-64	77%	51%
	65+	88%	75%
Ethnicity	New Zealand European	79%	63%
	Māori	73%	44%
	Other	67%	65%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- Residents’ sense of acceptance (77%) was greater compared to perceived tolerance (60%) in the community.
 - Feelings of acceptance increased with age; residents aged 18-39 felt less accepted.
- Fewer residents in Nelson Park and Onekawa-Tamatea wards felt accepted or believed people in their community are tolerant of others.
 - Fewer Māori residents believed people are tolerant.

n=610

DIVERSITY

Being yourself in Napier

How easy or hard is it for you to be yourself in Napier?

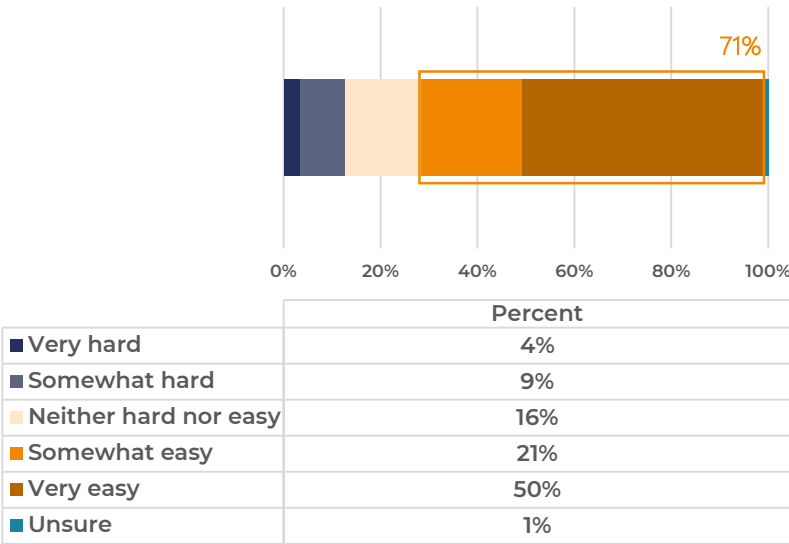
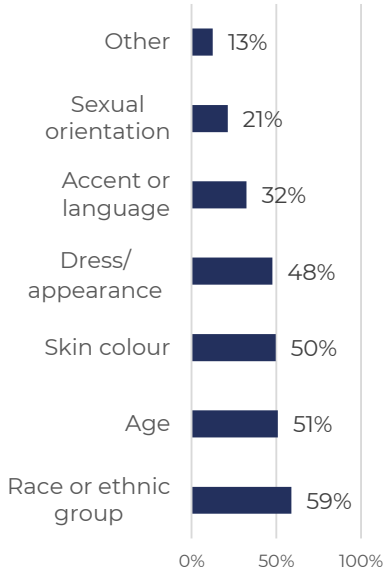


Table 15 Aggregated % 'easy' responses

		Be yourself
Ward	Ahuriri	67%
	Nelson Park	66%
	Onekawa - Tamatea	70%
	Taradale	76%
Age	18-39	65%
	40-64	64%
	65+	87%
Ethnicity	New Zealand European	73%
	Māori	64%
	Other	66%

Being yourself associated attributes*



- As people in New Zealand have different lifestyles, cultures and beliefs that express who they are, Napier residents were asked how easy or hard it is for them to be themselves.
 - 7-in-10 residents (71%) believed it was 'somewhat' or 'very easy' to be themselves in Napier.
- Self-identity was more likely to be associated with race and ethnicity (59%), followed by age (51%), skin colour (50%) and dress/appearance (48%).
 - Older residents (aged 65+) were more likely to feel comfortable being themselves compared to younger residents. This corresponds with younger residents finding it harder to feel accepted in the community.



According to Statistics New Zealand, **84%** of New Zealanders felt it was easy to be themselves in 2018.

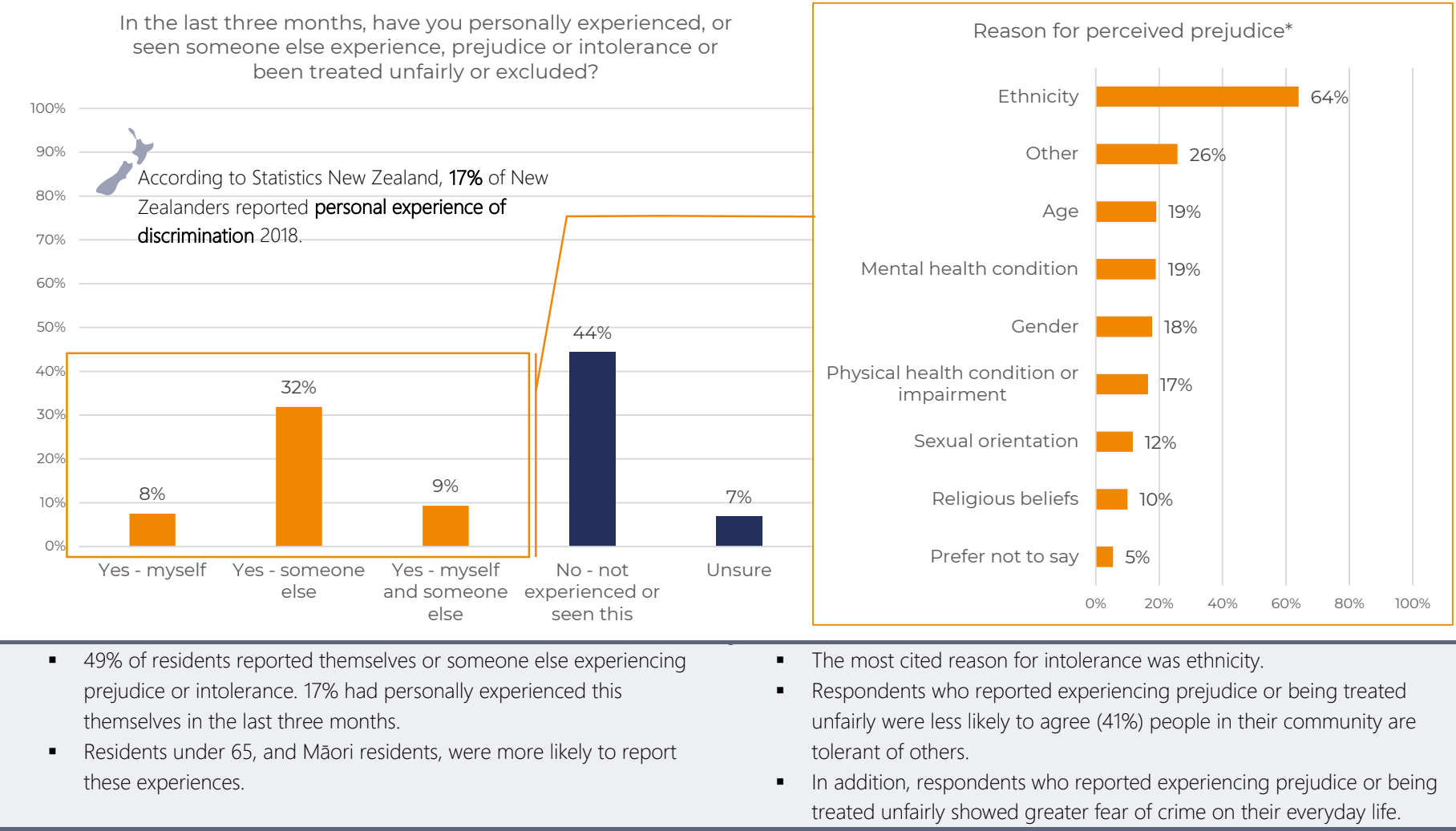
n=610

*Totals may exceed 100% owing to multiple responses for each respondent

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

DIVERSITY

Intolerance perceptions



*Totals may exceed 100% owing to multiple responses for each respondent

DIVERSITY

Napier as a place to live with different lifestyles and cultures

New Zealand is becoming home for an increasing number of people with different lifestyles and cultures from different countries. Overall, do you think this makes Napier...

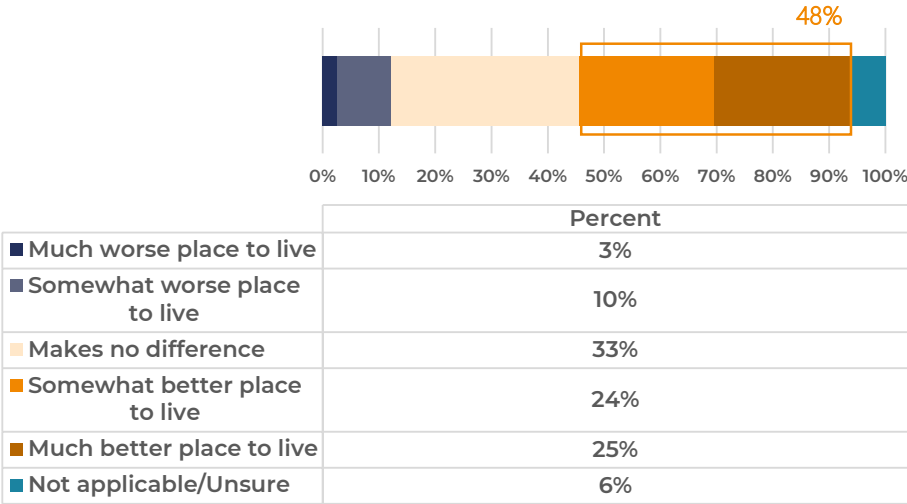


Table 16 Aggregated responses

		Makes Napier better place
Ward	Ahuriri	57%
	Nelson Park	48%
	Onekawa - Tamatea	37%
	Taradale	50%
Age	18-39	46%
	40-64	50%
	65+	48%
Ethnicity	New Zealand European	47%
	Māori	48%
	Other	58%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- While New Zealand is becoming home for an increasing number of people with different lifestyles and cultures from different countries, just under half (48%) of residents believed this diversity makes Napier a better place to live.
- One-third of residents (33%) believed this makes no difference.
- 12% believed this makes Napier a worse place to live.
- Significant differences were found by ward. Ahuriri residents were more likely to agree that diversity makes Napier a better place to live, whereas Onekawa-Tamatea residents were least likely to agree with this statement.



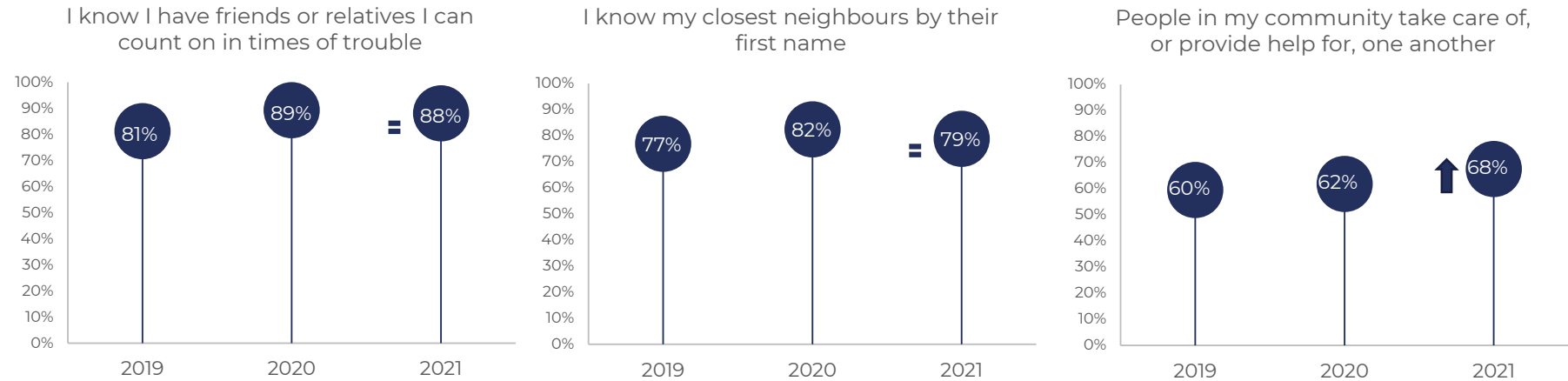
In 2018, Councils with larger populations (e.g. Auckland, Wellington) reported **57%** of residents believed cultural diversity makes their city a better place to live.

n=607

SOCIAL CONNECTIONS

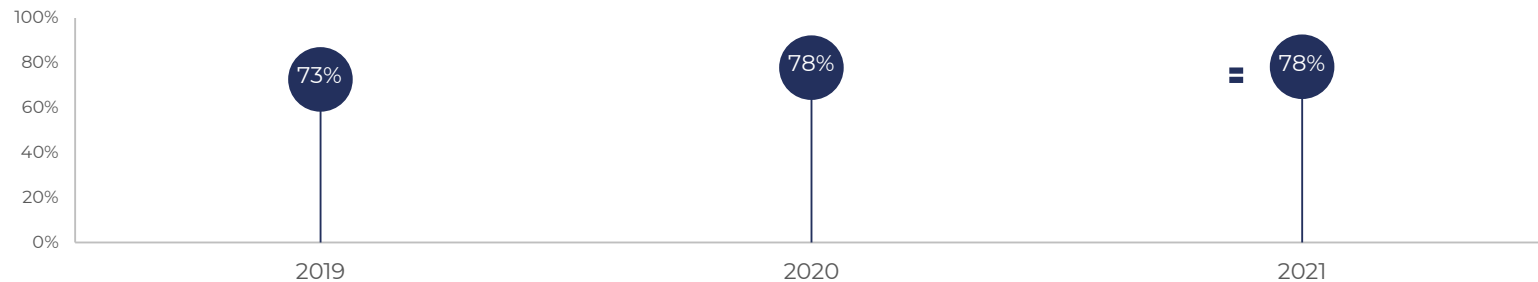
Snapshot of results over time

↓ Significant decrease ↑ Significant increase = No significant difference



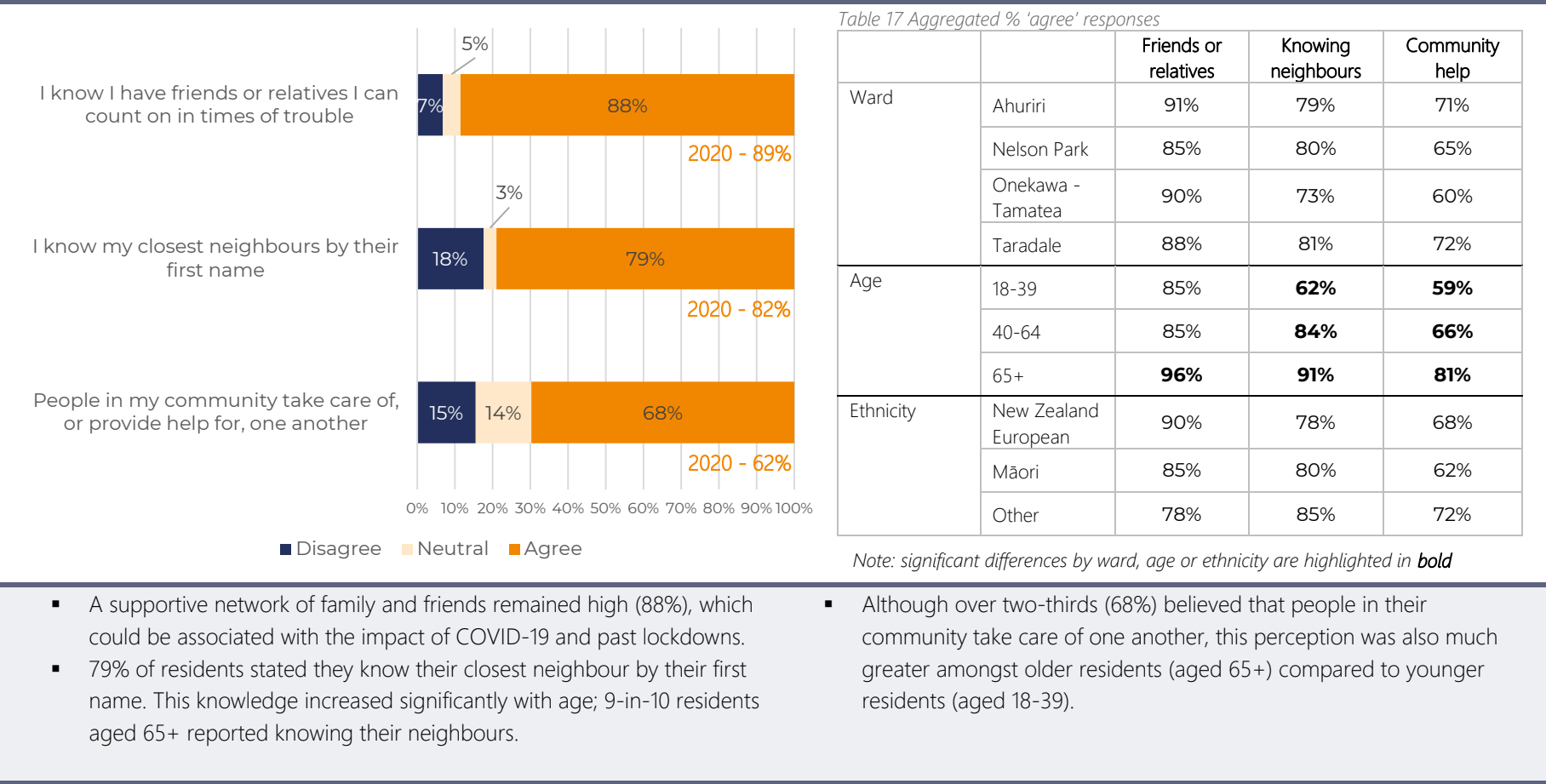
- Overall, Napier residents continued to provide positive ratings in relation to social connections (78% on average, similar to 2020).
- In 2021, slightly more residents believed people in their community take care of, or provide help for, one another.
- Acquaintance with neighbours (79%) and reliability of close connections in times of trouble (88%) remained consistent in 2021 compared to 2020.

Social connections average agreement score



SOCIAL CONNECTIONS

Attributes in relation to community and social connections

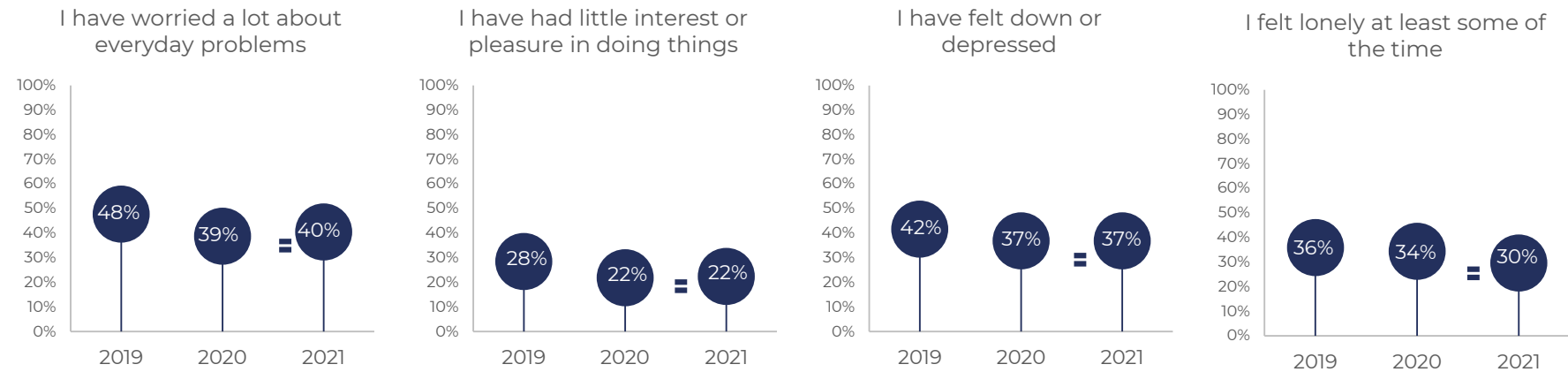


n=610

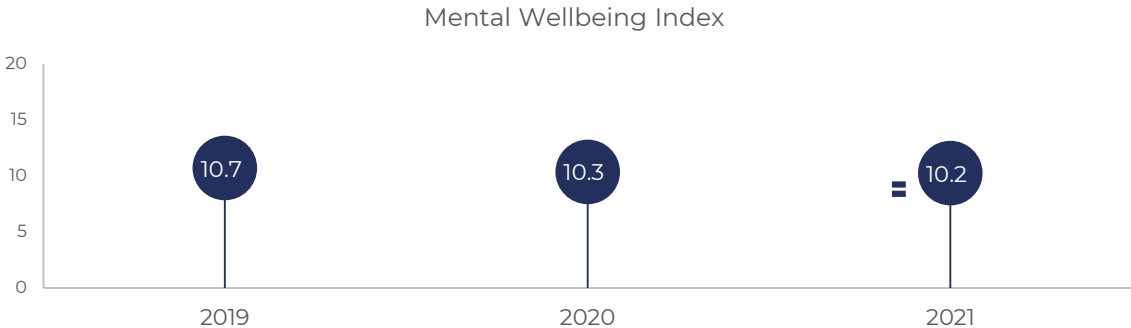
COMMUNITY MENTAL WELLBEING

Snapshot of the result over time

↓ Significant decrease ↑ Significant increase = No significant difference



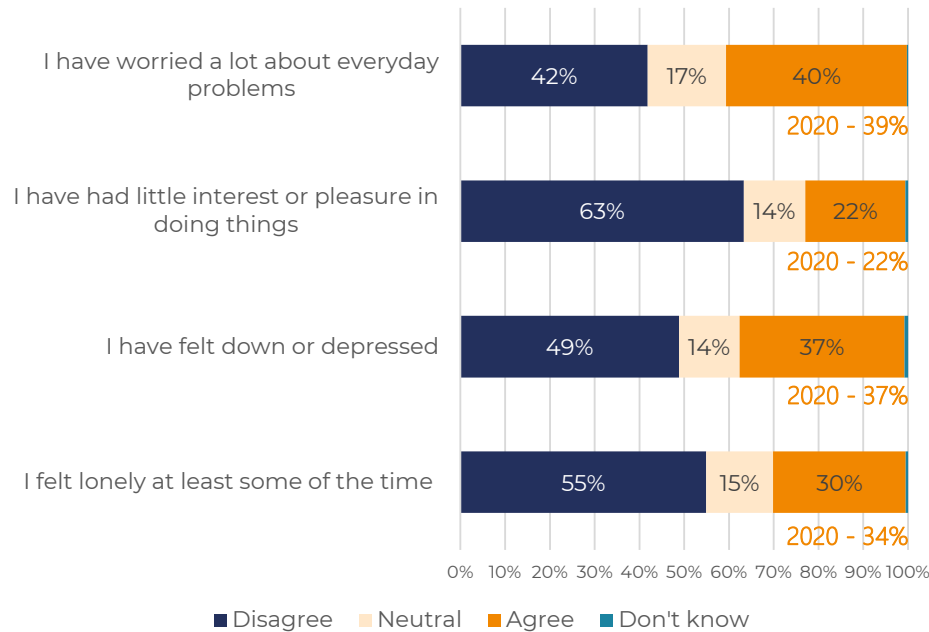
- Overall, the mental wellbeing index – a total measure of indicative psychological distress – was moderate (10.2, maximum distress = 20). This result has been consistent over the past three years.
- The general community’s mental wellbeing remained positive, with no significant changes compared to 2020.



According to Statistics New Zealand, **26%** of New Zealanders **felt lonely** at least some of the time in 2021.

COMMUNITY MENTAL WELLBEING

Attributes in relation to community mental wellbeing and Mental Wellbeing Index



- In 2021, around 2-in-5 residents reported worrying a lot about everyday problems (40%) and/or feeling down or depressed (37%).
- 3-in-10 residents reported feeling lonely, and around 1-in-4 residents (22%) had little interest in doing things.
- The most vulnerable group were residents aged 18-39, and those living in a rented property.

n=610

Table 18 Community mental wellbeing index

		Index
Ward	Ahuriri Ward	10.1
	Onekawa - Tamatea Ward	10.8
	Nelson Park Ward	10.9
	Taradale Ward	9.6
Age	18-39	12.3
	40-64	10.3
	65+	7.7
Ethnicity	New Zealand European	9.9
	Māori	11.3
	Pacific people	14.0
	Asian	9.3
	Other	11.2
Home ownership	Owned	9.8
	Rented	12.4
Income	\$20,000 or less	12.0
	\$20,001-\$30,000	8.8
	\$30,001-\$50,000	9.2
	\$50,001-\$70,000	10.7
	\$70,001-\$100,000	11.3
	\$100,001 or more	10.2

Note: higher mental wellbeing scores = greater distress
significant differences by ward, age or ethnicity are highlighted in **bold**

NEIGHBOURHOOD

Attributes in relation to community and neighbourhood

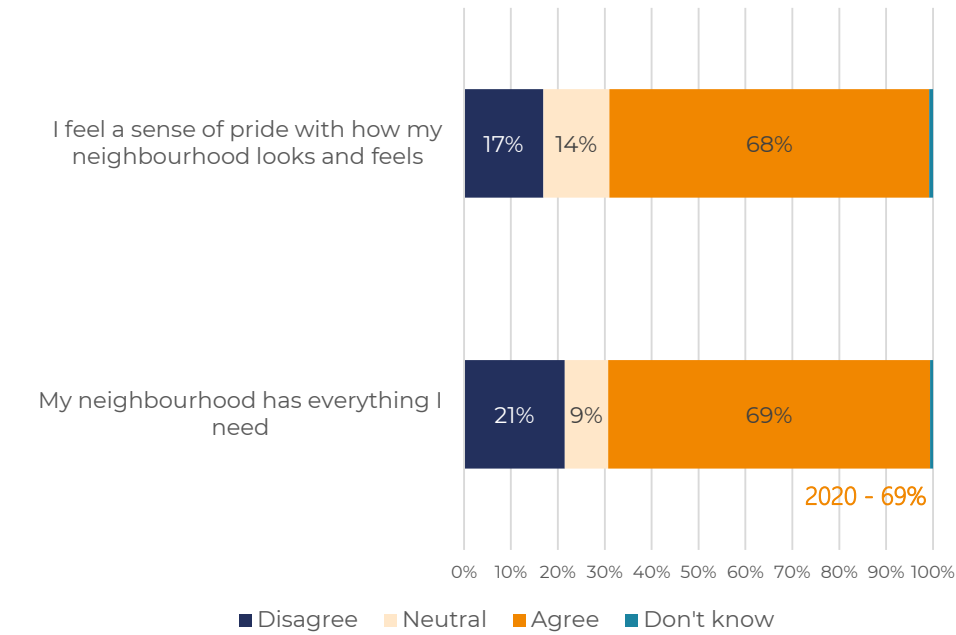



Table 19 Aggregated % 'agree' responses

		Sense of pride	Neighbourhood has everything needed
Ward	Ahuriri	77%	77%
	Nelson Park	57%	57%
	Onekawa - Tamatea	58%	64%
	Taradale	76%	75%
Age	18-39	56%	56%
	40-64	67%	69%
	65+	86%	83%
Ethnicity	New Zealand European	72%	72%
	Māori	63%	64%
	Other	47%	54%

- Over two-thirds of residents believed their neighbourhood has everything they need (69%, similar to 2020), and felt a sense of pride with how their neighbourhood looks and feels (68%).
- Older residents (aged 65+) tended to be more satisfied with their neighbourhood compared to younger residents.
 - Fewer residents from Nelson Park and Onekawa-Tamatea wards agreed their neighbourhood has everything they need and that they feel a sense of pride about it.

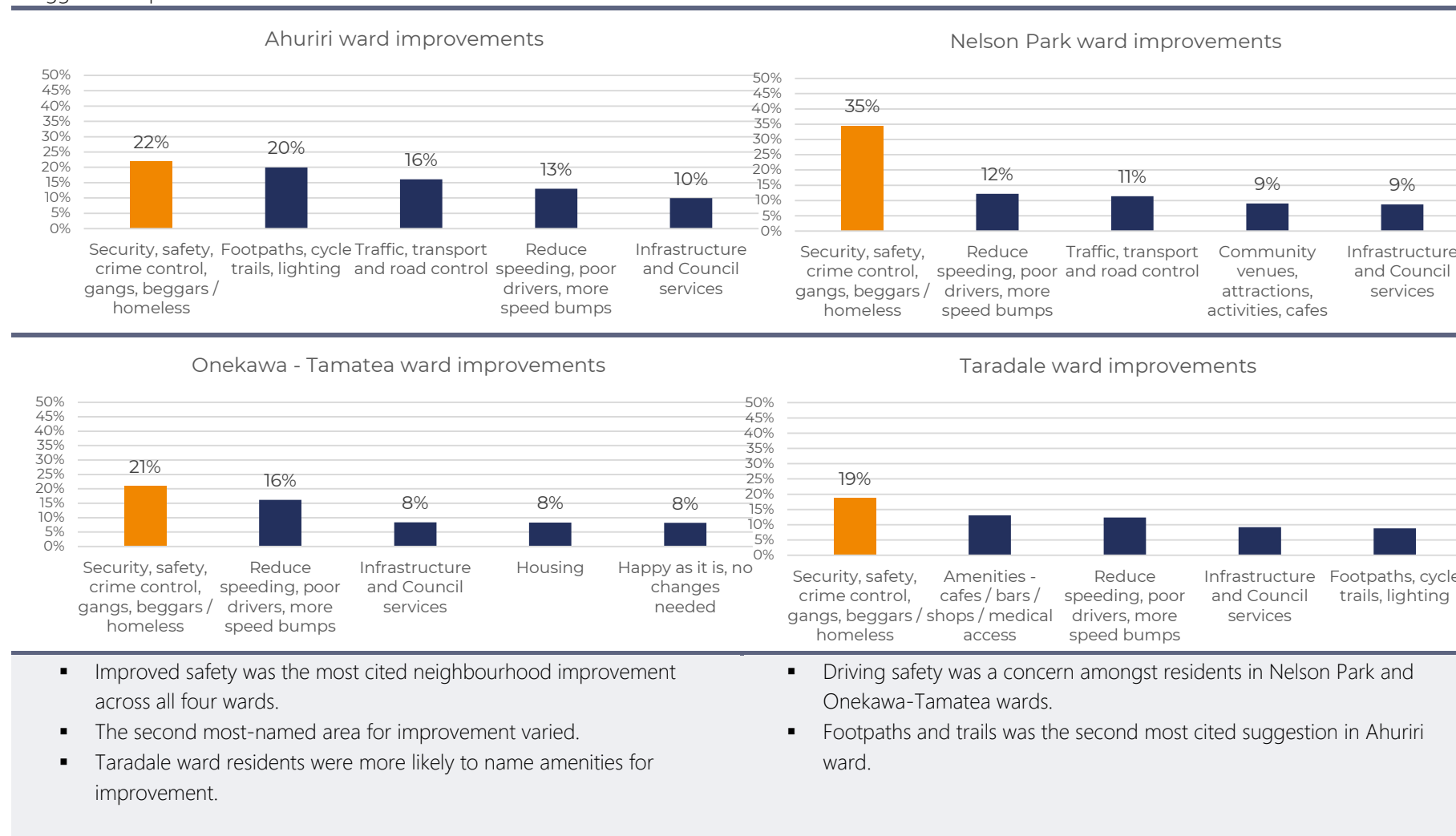
 In 2018, Councils with larger populations (e.g. Auckland, Wellington) reported **60%** of residents **feeling proud** of their local area.

n=610

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

NEIGHBOURHOOD

Suggested improvements



Note: results by area can be found in the Appendix

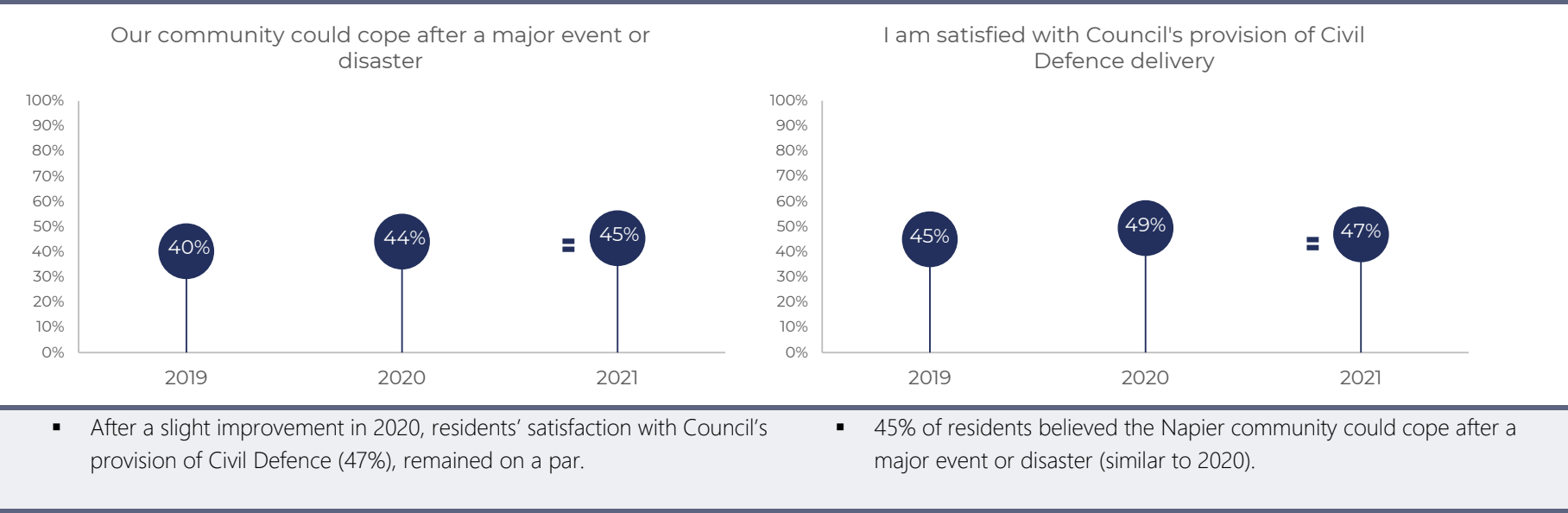
Open-ended comments sorted into categories. Totals may exceed 100% owing to multiple responses for each respondent

2021 NAPIER CITY COUNCIL SOCIAL MONITOR - SIL RESEARCH | 34

EMERGENCY MANAGEMENT

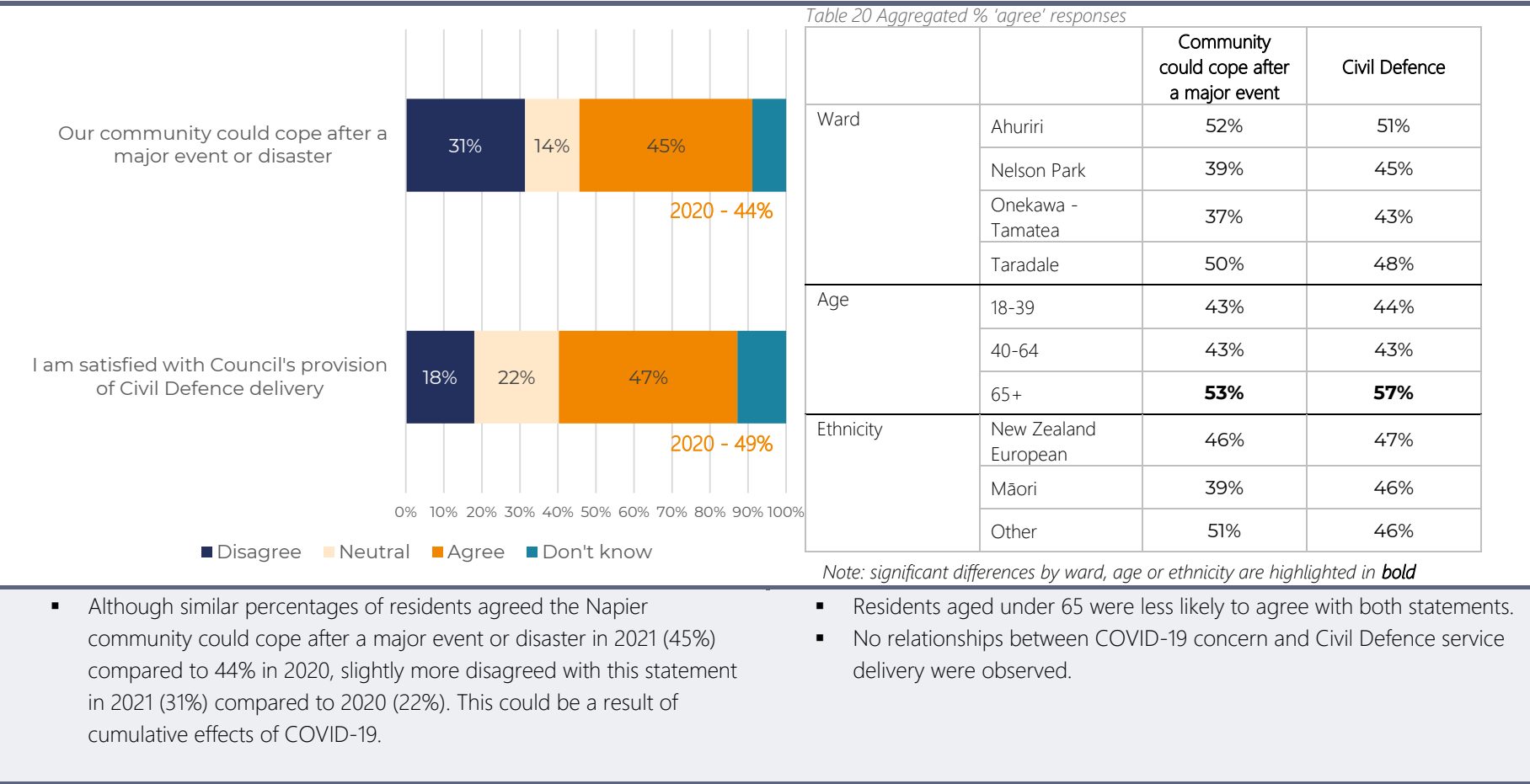
Snapshot of results over time

↓ Significant decrease ↑ Significant increase = No significant difference



EMERGENCY MANAGEMENT

Attributes in relation to community and emergency management

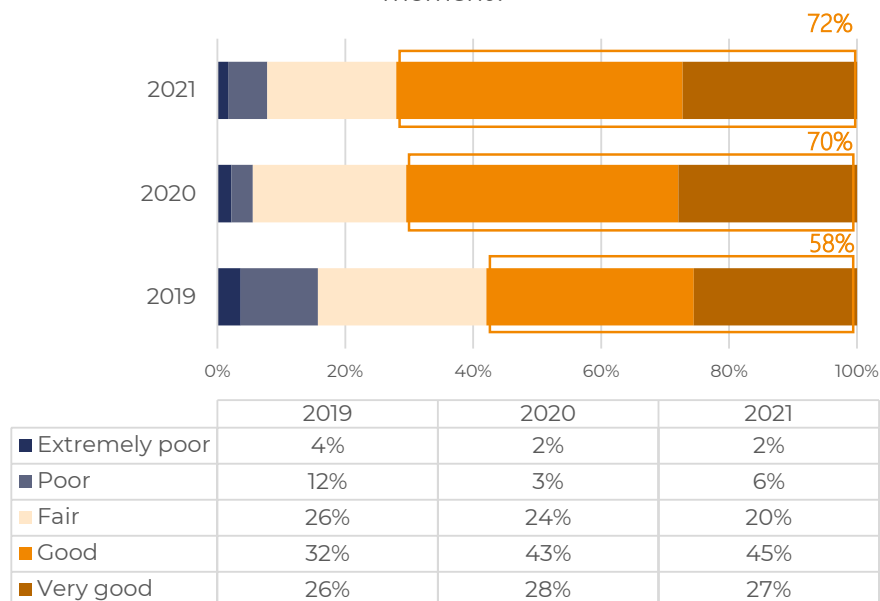


n=610

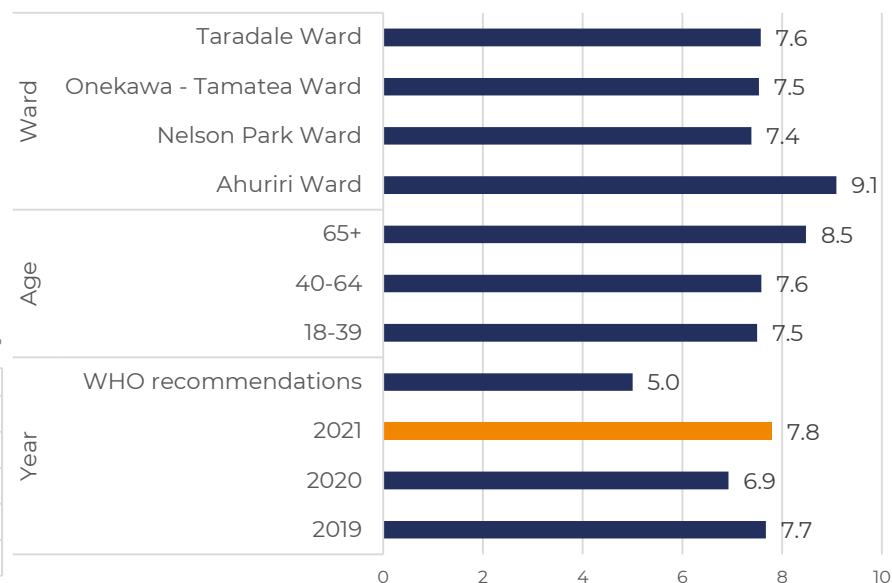
COMMUNITY HEALTH

Personal health and average levels of activity

How would you rate your personal health at the moment?



Average levels of moderate-intensity activity (hours per week)*



- 72% of residents believed they were in 'good' or 'very good' health (similar to 70% in 2020).

- In 2021, residents continued to report a good level of moderate-intensity activity (7.8 hours on average per week) in the community; more than half of residents (53%) reported moderate-intensity activity of 4 hours and more per week.
- Greater activity (8.3 hours on average) was associated with residents who were less likely to report feeling down or depressed, or worrying about everyday problems.

n=608

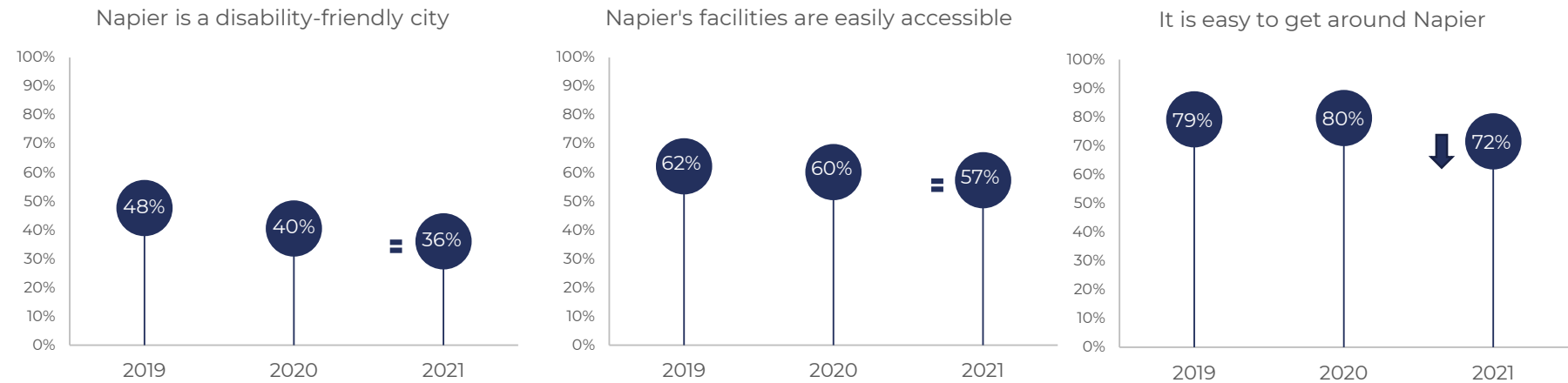
*n=559. Reported results are based on open-ended comments. If a range of hours was provided, the average of the range was used in the analysis.

2021 NAPIER CITY COUNCIL SOCIAL MONITOR - SIL RESEARCH | 37

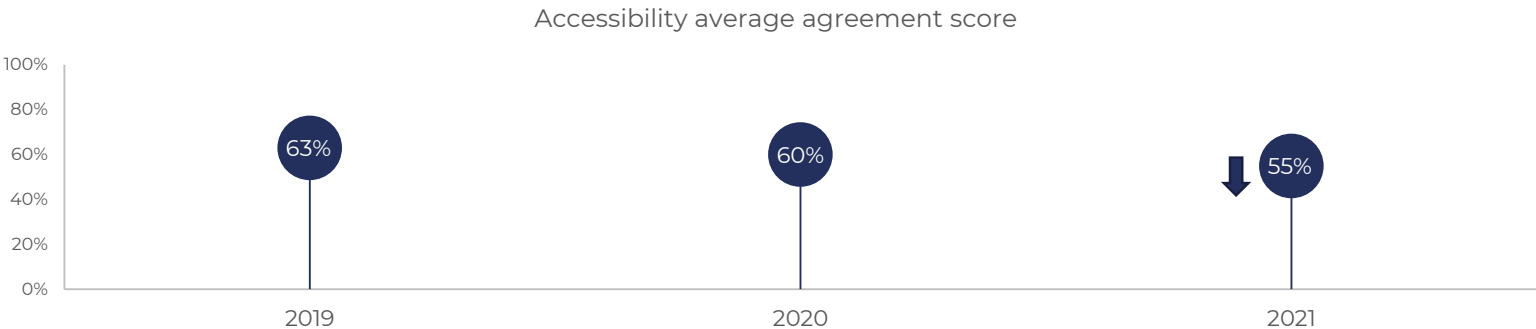
ACCESSIBILITY

Snapshot of results over time

↓ Significant decrease ↑ Significant increase = No significant difference



- Overall, the accessibility average score in 2021 (55%) was slightly down compared to 2020 (60%) and 2019 (63%).
- A significant decline was observed in relation to ease of getting around Napier (72%) compared to 2020 (80%).



ACCESSIBILITY

Attributes in relation to accessibility in Napier

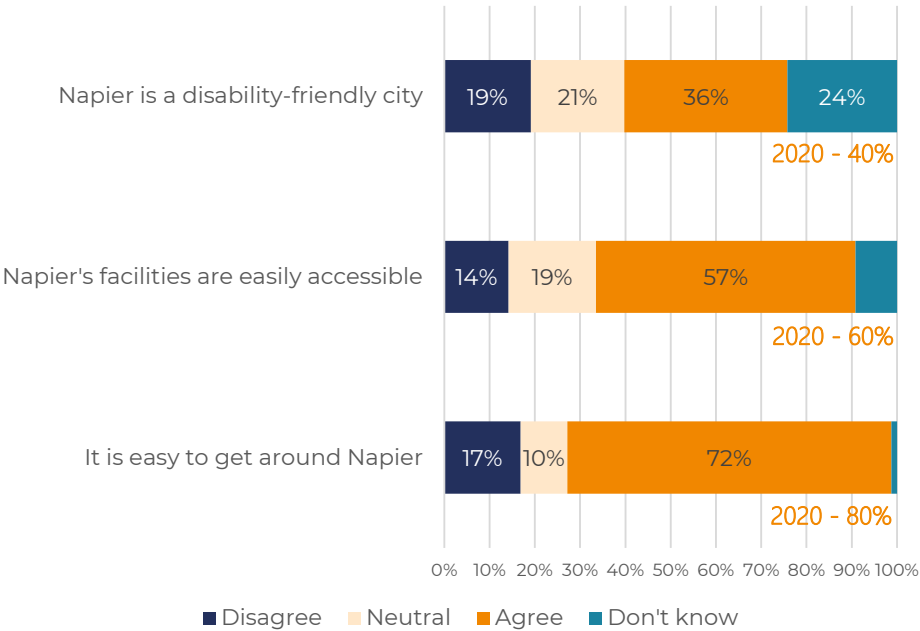


Table 21 Aggregated % 'agree' responses

		Disability friendly	Accessible	Easy to get around
Ward	Ahuriri	34%	64%	75%
	Nelson Park	39%	53%	70%
	Onekawa - Tamatea	31%	59%	75%
	Taradale	37%	57%	70%
Age	18-39	34%	53%	66%
	40-64	33%	53%	67%
	65+	44%	69%	86%
Ethnicity	New Zealand European	37%	61%	74%
	Māori	34%	46%	69%
	Other	31%	49%	60%

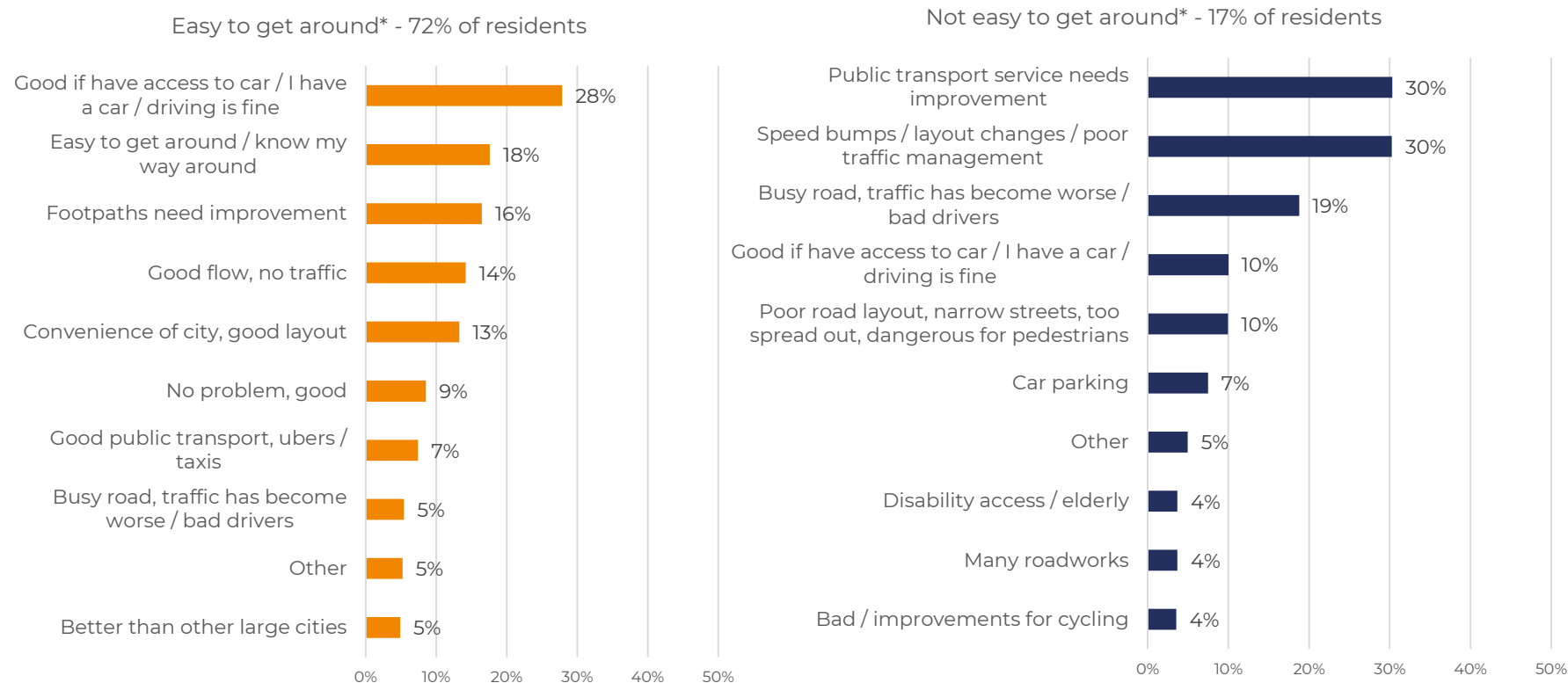
Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- 57% of residents stated that Napier’s facilities are easily accessible (similar to 60% in 2020).
 - Although 36% of residents found Napier to be a disability-friendly city, one-quarter (24%) could not provide a rating.
- 72% of residents agreed it is easy to get around Napier. Fewer residents aged under 65 agreed with this statement.

n=610

ACCESSIBILITY

Reasons for accessibility perceptions



- Access to a personal car was the key reason to agree that Napier is an easy city to get around ('Good if have access to car/I have a car/driving is fine').

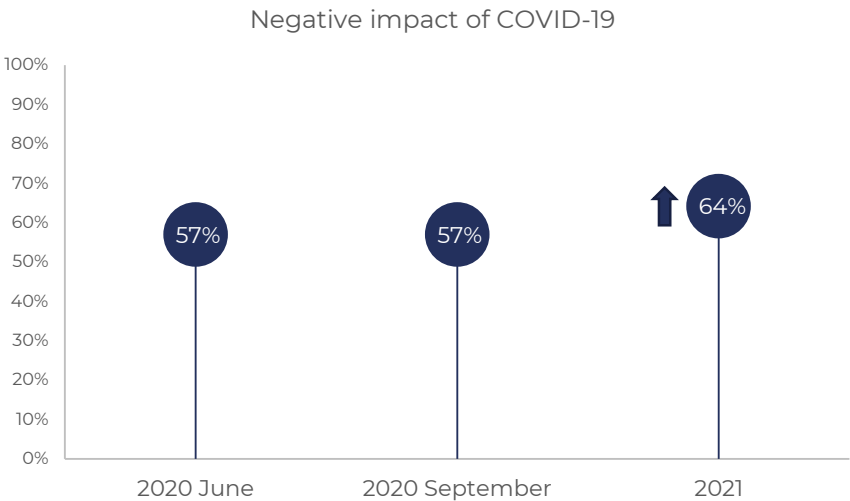
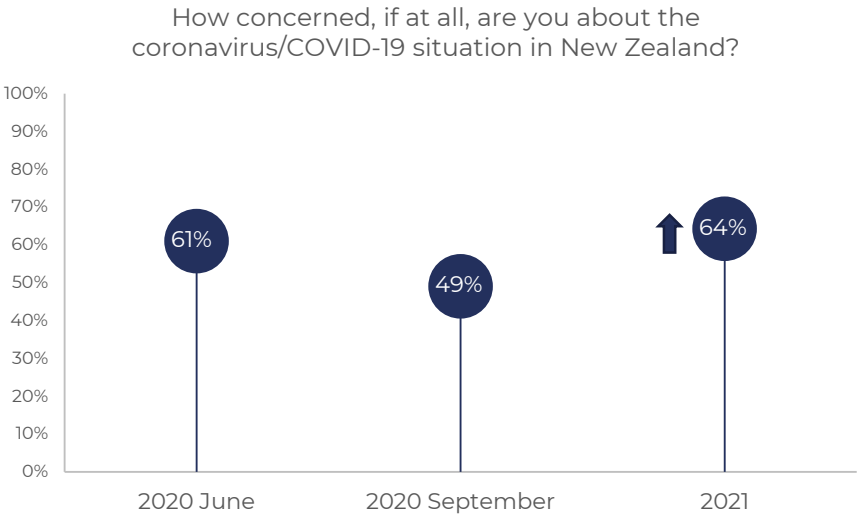
- At the same time, public transport services and transport management were the key factors to improve accessibility around Napier. This was generally consistent across years.

*Open-ended comments sorted into categories. Totals may exceed 100% owing to multiple responses for each respondent

COVID-19 IMPACT

Snapshot of results over time

↓ Significant decrease ↑ Significant increase ■ No significant difference



- The inclusion of COVID-19 questions in 2021 was designed to track community concerns and impacts of COVID-19 over a 12 month period.
 - However, at the beginning of 2021 fieldwork, New Zealand went into Level 4 lockdown.
 - Most likely, this event affected community perceptions, resulting in increased levels of concern (64%).
- The reported negative impacts also increased in 2021.

COVID-19 IMPACT

Level of concern and impact on the community

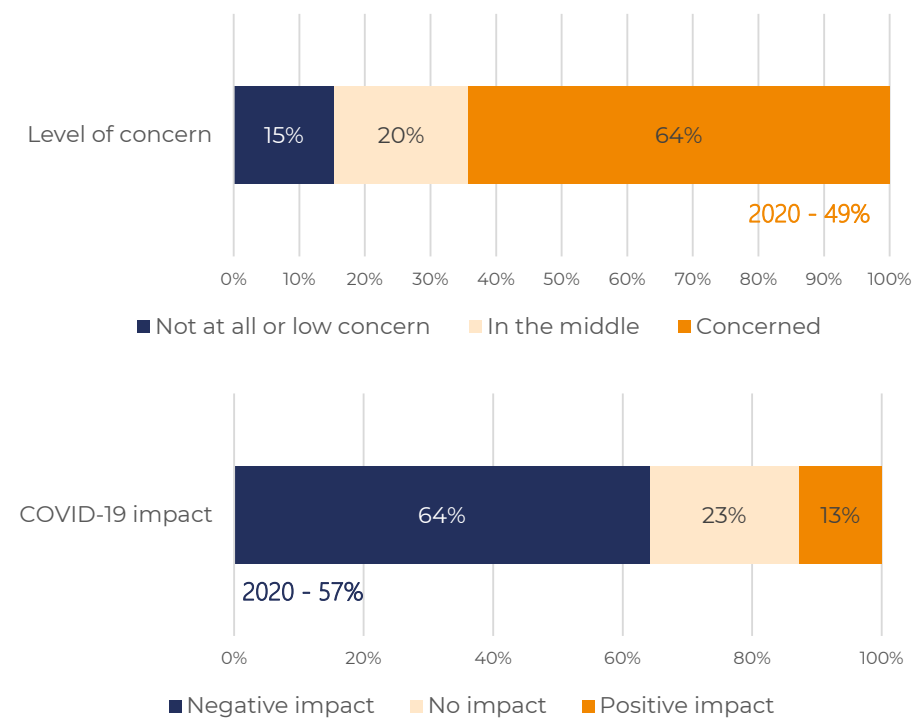


Table 22 Aggregated responses

		Concerned	Negative impact
Ward	Ahuriri	69%	67%
	Nelson Park	60%	63%
	Onekawa - Tamatea	63%	66%
	Taradale	65%	62%
Age	18-39	51%	67%
	40-64	71%	64%
	65+	69%	61%
Ethnicity	New Zealand European	65%	64%
	Māori	65%	63%
	Other	55%	70%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

- 64% of Napier residents stated the COVID-19 situation had an overall negative impact on them or their family (57% in 2020); 23% reported no impact (27% in 2020), and 13% reported an overall positive impact (17% in 2020).
- Residents aged 40-64 were most concerned about COVID-19.
- Residents with an average income between \$50,000-\$100,000 were more likely to report negative impacts.



According to Perceptiv, **33%** of New Zealanders reported **high concern** in relation to COVID-19 in September 2021 (vs. 32% 'extremely concerned' in Napier).

n=609-610

CLIMATE CHANGE

Climate change perceptions

How concerned are you about the impact of climate change in Napier?

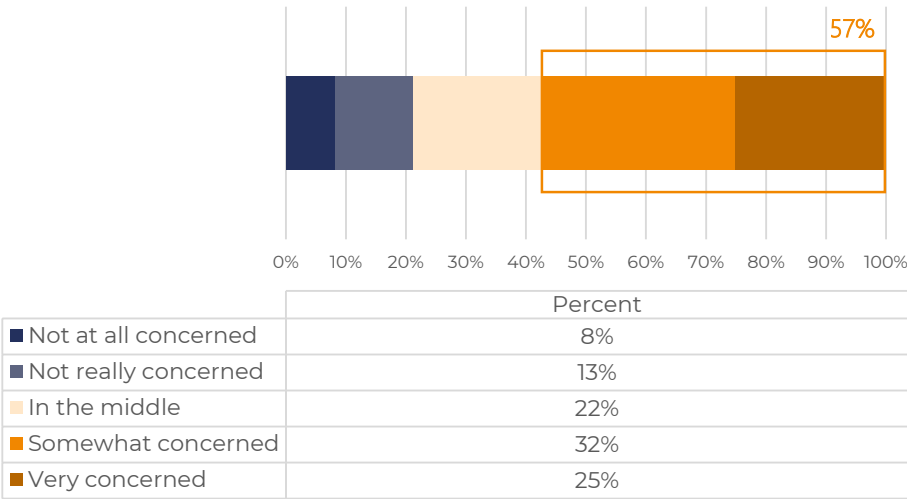


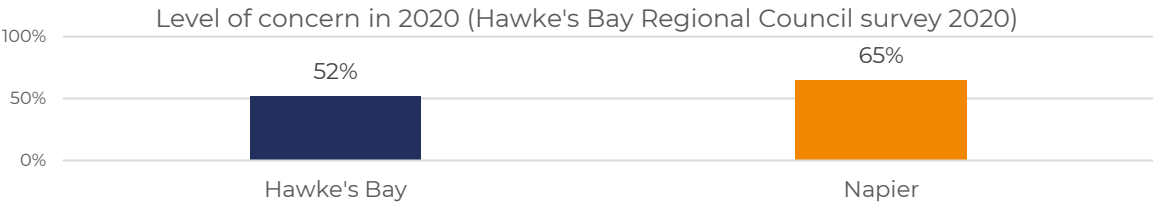
Table 23 Aggregated responses

		Concerned
Ward	Ahuriri	72%
	Nelson Park	60%
	Onekawa - Tamatea	50%
	Taradale	51%
Age	18-39	61%
	40-64	56%
	65+	54%
Ethnicity	New Zealand European	56%
	Māori	62%
	Other	58%

Note: significant differences by ward, age or ethnicity are highlighted in **bold**

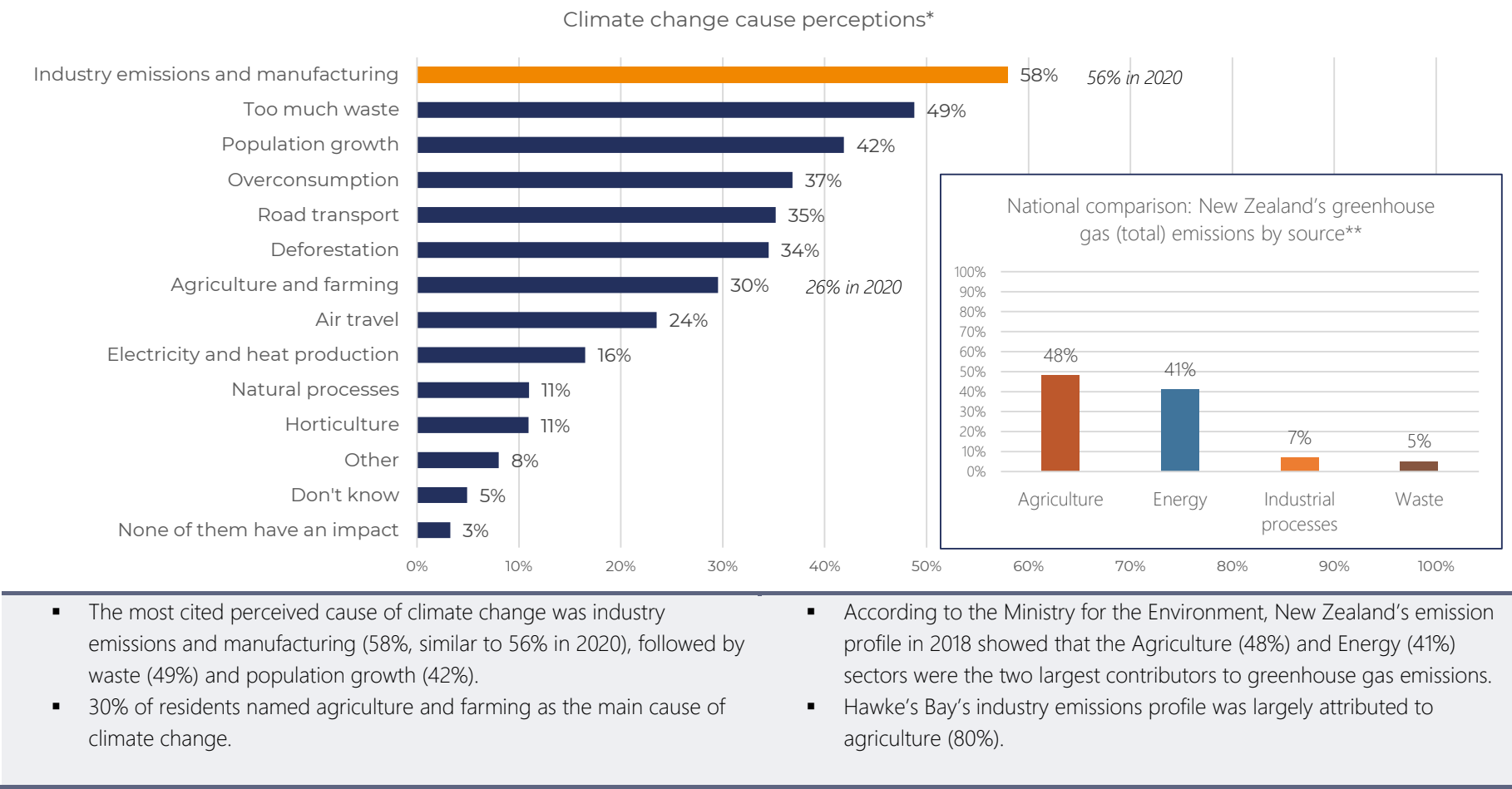
- Overall, 57% of residents were concerned about the impacts of climate change in Napier.
- Based on research conducted in 2020 for the Hawke’s Bay Regional Council, 65% of Napier residents were concerned to some degree about the impact of climate change in Hawke’s Bay, and over half (55%) were concerned it may have an impact on their quality of life.
- In 2021, the level of concern was greater amongst female residents and those in Ahuriri ward.

n=610



CLIMATE CHANGE

Climate change and perceived cause

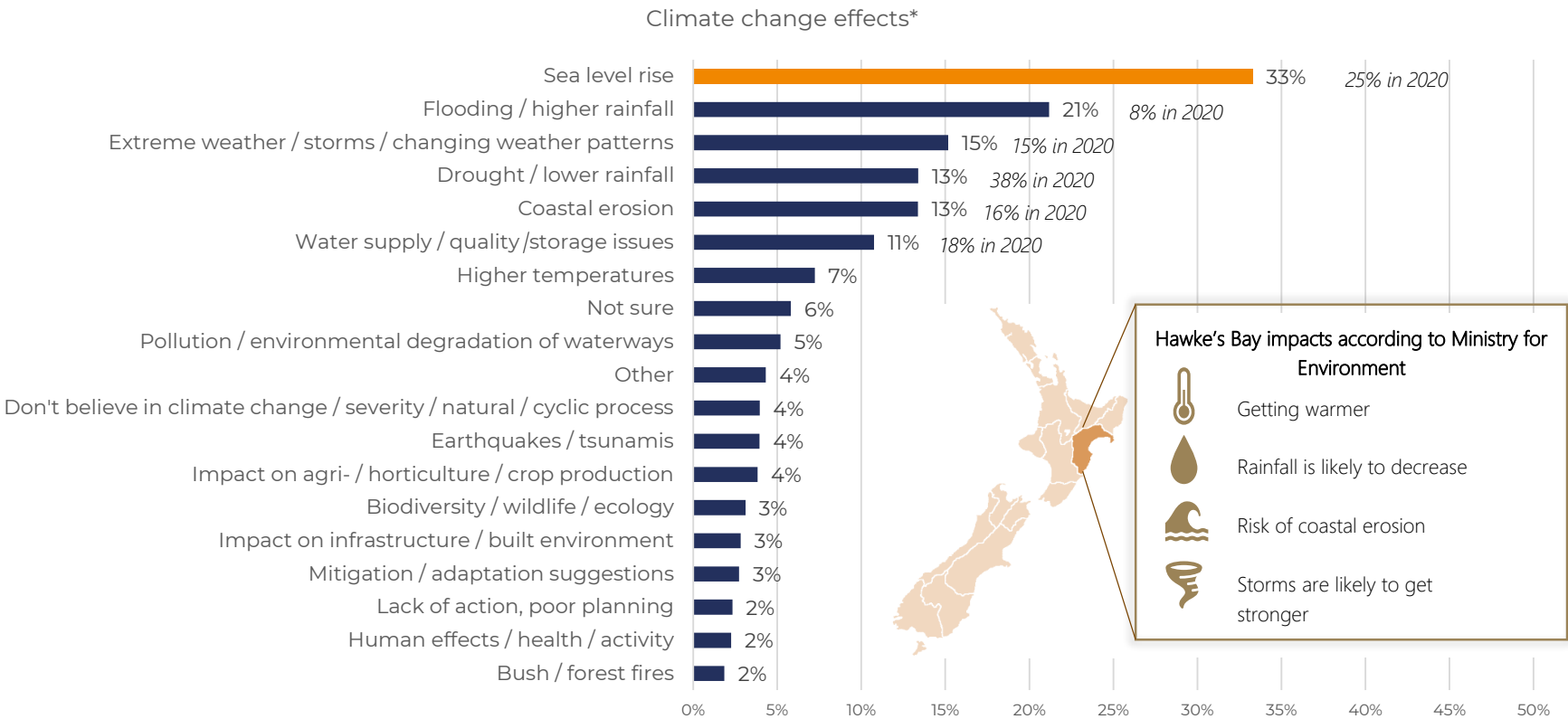


*Open-ended comments sorted into categories. Totals may exceed 100% owing to multiple responses for each respondent

**Ministry for the Environment. (2020). New Zealand's greenhouse gas inventory 1990-2018.

CLIMATE CHANGE

Climate change and perceived harmful impacts

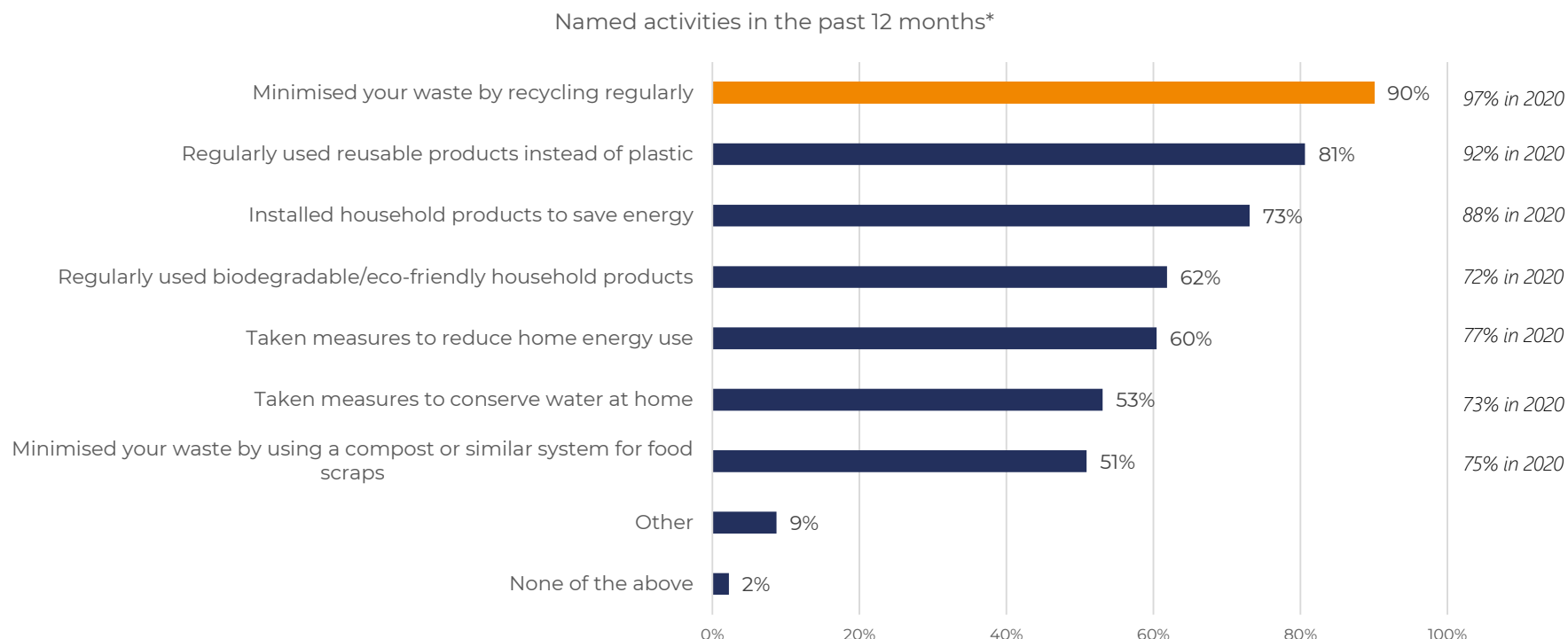


- Sea level rise (33%) was named as the main negative outcome of climate change in Napier. This factor's high ranking was generally consistent with findings in 2020.
- The perceived threat of flooding and higher rainfall increased significantly (with respective decrease in drought expectations). This could be due to the rainfall event in November 2020. The 2020 Hawke's Bay Regional Council survey was conducted prior to this event.

*Open-ended comments sorted into categories. Totals may exceed 100% owing to multiple responses for each respondent

CLIMATE CHANGE

Environmental activities



- Almost all residents named at least one environmental activity they had been engaged in over the past 12 months; 6-in-10 residents named five activities or more.
- 90% of the Napier community reported minimising their waste by recycling regularly.
- Respondents who expressed greater concern for climate change were more likely to use eco-friendly products (72%) and minimise waste by using a compost system (60%).
- Fewer residents reported taking measures to conserve water (53%) or using a compost or similar system (51%), even although these activities were reported by more than half of residents.
- Older residents were more likely to report conserving energy at home.

*Totals may exceed 100% owing to multiple responses for each respondent

APPENDIX

Top named neighbourhood improvements by suburb (note: small sample sizes)

Suggested improvements (categories)	Bay View
Footpaths, cycle trails, lighting	34%
Infrastructure and Council services	23%
Reduce speeding, poor drivers, more speed bumps	13%
Waste management, recycling	10%
Traffic, transport and road control	9%
Security, safety, crime control, gangs, beggars / homeless	6%
Happy as it is, no changes needed	6%
Amenities - cafes / bars / shops / medical access	5%
Neighbours, community, communication and networking	4%

Suggested improvements (categories)	Meeanee
Happy as it is, no changes needed	24%
Neighbours, community, communication and networking	22%
Footpaths, cycle trails, lighting	13%
Waste management, recycling	13%
Other	13%
Reduce speeding, poor drivers, more speed bumps	8%
Infrastructure and Council services	8%
Traffic, transport and road control	8%

Suggested improvements (categories)	Poraiti
Reduce speeding, poor drivers, more speed bumps	49%
Infrastructure and Council services	27%
Water-related issues	15%
Traffic, transport and road control	10%
Security, safety, crime control, gangs, beggars / homeless	10%

Suggested improvements (categories)	Awatoto
Amenities - cafes / bars / shops / medical access	56%
Reduce speeding, poor drivers, more speed bumps	26%
Footpaths, cycle trails, lighting	14%
Security, safety, crime control, gangs, beggars / homeless	14%
Neighbours, community, communication and networking	7%
Infrastructure and Council services	7%
Traffic, transport and road control	7%

Suggested improvements (categories)	Westshore
Housing	41%
Security, safety, crime control, gangs, beggars / homeless	39%
Reduce speeding, poor drivers, more speed bumps	20%
Infrastructure and Council services	16%
Community venues, attractions, activities, cafes	12%
Footpaths, cycle trails, lighting	7%
Amenities – cafes / bars / shops / medical access	5%

Suggested improvements (categories)	Onekawa
Security, safety, crime control, gangs, beggars / homeless	29%
Reduce speeding, poor drivers, more speed bumps	19%
Footpaths, cycle trails, lighting	11%
Traffic, transport and road control	7%
Happy as it is, no changes needed	7%
Community venues, attractions, activities, cafes	6%

Suggested improvements (categories)	Maraenui
Security, safety, crime control, gangs, beggars / homeless	31%
Neighbours, community, communication and networking	18%
Traffic, transport and road control	18%
Community venues, attractions, activities, cafes	13%
Council leadership, transparency, communication	11%
Footpaths, cycle trails, lighting	11%
Waste management, recycling	11%
Water-related issues	10%
Infrastructure and Council services	9%

Suggested improvements (categories)	Ahuriri
Security, safety, crime control, gangs, beggars / homeless	34%
Reduce speeding, poor drivers, more speed bumps	19%
Traffic, transport and road control	18%
Neighbours, community, communication and networking	13%
Housing	13%
Parks, playgrounds / trees	13%
Footpaths, cycle trails, lighting	10%

Suggested improvements (categories)	Marewa
Security, safety, crime control, gangs, beggars / homeless	45%
Reduce speeding, poor drivers, more speed bumps	17%
Footpaths, cycle trails, lighting	10%
Water-related issues	7%
Parks, playgrounds / trees	7%
Infrastructure and Council services	7%
Amenities – cafes / bars / shops / medical access	6%

Suggested improvements (categories)	Hospital Hill
Security, safety, crime control, gangs, beggars / homeless	33%
Footpaths, cycle trails, lighting	13%
Parking	12%
Infrastructure and Council services	12%
Neighbours, community, communication and networking	10%
Reduce speeding, poor drivers, more speed bumps	10%
Community venues, attractions, activities, cafes	9%
Traffic, transport and road control	8%

Suggested improvements (categories)	Bluff Hill
Traffic, transport and road control	36%
Footpaths, cycle trails, lighting	30%
Reduce speeding, poor drivers, more speed bumps	11%
Water-related issues	9%
Security, safety, crime control, gangs, beggars / homeless	8%
Neighbours, community, communication and networking	7%
Parking	4%

Suggested improvements (categories)	Tamatea
Security, safety, crime control, gangs, beggars / homeless	21%
Reduce speeding, poor drivers, more speed bumps	11%
Housing	10%
Amenities - cafes / bars / shops / medical access	10%
Infrastructure and Council services	9%
Happy as it is, no changes needed	9%
Traffic, transport and road control	8%
Waste management, recycling	6%
Council leadership, transparency, communication	6%

Suggested improvements (categories)	Taradale
Security, safety, crime control, gangs, beggars / homeless	19%
Reduce speeding, poor drivers, more speed bumps	13%
Amenities - cafes / bars / shops / medical access	12%
Footpaths, cycle trails, lighting	11%
Happy as it is, no changes needed	10%
Traffic, transport and road control	8%
Infrastructure and Council services	7%

Suggested improvements (categories)	Nelson Park
Security, safety, crime control, gangs, beggars / homeless	35%
Infrastructure and Council services	22%
Footpaths, cycle trails, lighting	13%
Reduce speeding, poor drivers, more speed bumps	13%
Waste management, recycling	11%
Traffic, transport and road control	10%
Community venues, attractions, activities, cafes	10%
Amenities - cafes / bars / shops / medical access	9%

Suggested improvements (categories)	Greenmeadows
Security, safety, crime control, gangs, beggars / homeless	29%
Infrastructure and Council services	14%
Traffic, transport and road control	12%
Neighbours, community, communication and networking	10%
Amenities - cafes / bars / shops / medical access	8%
Waste management, recycling	7%
Footpaths, cycle trails, lighting	6%
Reduce speeding, poor drivers, more speed bumps	5%
Community venues, attractions, activities, cafes	4%
Happy as it is, no changes needed	3%

Suggested improvements (categories)	Pirimai
Security, safety, crime control, gangs, beggars / homeless	26%
Traffic, transport and road control	17%
Reduce speeding, poor drivers, more speed bumps	14%
Neighbours, community, communication and networking	11%
Community venues, attractions, activities, cafes	11%
Infrastructure and Council services	9%
Parks, playgrounds / trees	8%

3. NAPIER WAR MEMORIAL RESTORATION PROJECT UPDATE

<i>Type of Report:</i>	Information
<i>Legal Reference:</i>	N/A
<i>Document ID:</i>	1453973
<i>Reporting Officer/s & Unit:</i>	Drew Brown, Senior Project Manager

3.1 Purpose of Report

This report is to provide an update on progress made, and next steps for the Napier War Memorial restoration project.

Officer's Recommendation

The Napier People and Places Committee:

- a. **Receive** the update provided on the Napier War Memorial restoration project

3.2 Background Summary

Following an expansion and refurbishment of the Napier War Memorial Centre carried out in 2016 remembrance elements were removed from the building. These elements included the Perpetual Flame and Roll of Honour.

This removal led to complaints from some members of the public, including the local Returned Services Associations (RSA), and Heritage New Zealand.

In response to these complaints Napier City Council (NCC) has resolved to reinstate and incorporate the remembrance elements at the War Memorial Centre.

Napier City Council also entered into a period of consultation with the local community and affected parties. This included calling for design submissions, the establishment of a working group to assist with decision making, and consultation and design input from the architect of the original building Mr Guy Natusch.

This period of consultation led to the engagement of a team of architects and consultants with expertise in construction of heritage sensitive structures.

This team was tasked with the creation of a design that enables the reinstatement of the remembrance elements in a way that meets requirements identified through public consultation and the Heritage requirements of the International Council on Monuments and Sites (ICOMOS) New Zealand Charter 2010.

Simultaneously with this design activity, inspection and analysis has taken place of the Roll of Honour plaques that were recovered following their removal during the expansion and refurbishment works that took place in 2016. An expert in the field of historic monument plaque restoration was engaged and has completed a report outlining the works required to restore and incorporate the plaques into the design created by the team of architects and consultants.

NCC formally adopted a Concept Design for the reinstatement of the remembrance elements including the Perpetual Flame, Roll of Honour and remembrance/reflection space at the Napier War Memorial Centre, during the Future Napier Committee meeting of 6 May 2021.

Project Update

Since the adoption of the Concept Design, NCC have progressed the design to a full Detailed Design stage, released a tender to a panel of invited suppliers for the plaque restoration works and continued research and consultation with members of families and affected parties regarding names on the Roll of Honour. Blessings on the site have taken place and a construction site has been established. The Floral Clock has been removed and is currently undergoing restoration.

Design Group Stapleton Elliott (DGSE) lead a team that are providing architectural and design services to progress the Concept Design to Detailed Design and then through the build process. DGSE were engaged following a competitive selection process and were instrumental in the development of the approved Concept Design.

The Detailed Design is the last stage of the design process before going to tender. The level of detail is such that they are considered within the construction drawings.

A brief summary of progress follows:

- The preliminary and developed design phases have been completed and reviewed. A feedback process has taken place and amendments have been captured and included in the evolved design. Each stage of the design has had a Quantity Surveyor (QS) estimate completed.
- The detailed design phase has been completed and is currently being reviewed and costed by a QS. This is due for completion by 20 April 2022.
- A formal project start ceremony has been carried out at the War Memorial Centre hosted by the Mayor.
- Meetings have been held with the depot and gardens, building asset, conferences and events teams to review the preliminary and developed design and gain input. This input/feedback has been incorporated into the detailed design.
- A specialist clockmaker has removed the clock and is currently restoring it.
- The construction site is fully fenced and signage is in place
- The scope of works and tender documentation for the plaque restoration has been completed. The tender has been released to an invited panel of five suppliers, made up of local and nationally located specialist stonemasons and heritage conservators. Tender submissions are due on 15 April 2022.
- Designs for the floral clock are under review.
- Ongoing consultation is taking place with Napier RSA regarding the inclusion of some artworks and design features.
- A resource consent application has been lodged for the project.
- Meetings held with families of persons regarding inclusion of names to physical Roll of Honour.

PLANNED TASKS

Short term – next four weeks

- Completion of the detailed design phase review. Once amendments are included, formally accept the design.
- Cost estimate of the detailed design to be completed.
- Cost estimate of the plaque and names work to be finalised.
- Complete tender documents for the build component of the project and release to market. This includes the preparation of the Construction Contract documents.
- Receive and evaluate plaque restoration tender responses. Award contract and commence works, funding permitting. The tender is due to close on 15 April 2022.
- Update communications strategy, including media updates.

- Complete boundary adjustment application.

Longer term - 4 to 12 weeks

- Procure build contractor
- Secure consents
- Commence build
- Carry out plaque restoration
- Continue review of names for Roll of Honour
- Complete the boundary adjustment.

Key schedule milestones

- Detailed Design sign-off 14/04/22
- Build tender released to market – late April 2022
- Build contract award – early June 2022
- Clock return and install – January 2023
- Physical completion – early March 2023

3.3 Issues

Delays to the schedule as a result of COVID-19 have occurred and may have further impacts. COVID-19 delayed the completion of the Detailed Design phase by over four weeks.

3.4 Significance and Engagement

Extensive consultation was carried out during the early stages of the project in order to identify a suitable design. This resulted in a Concept Design that was presented to the public and formally adopted by Napier City Council in May 2021.

Engagement with the local RSA continues and will continue throughout the design and construction phase to ensure that various design and operational features are incorporated.

Engagement through the NCC Te Waka Rangapū and the Māori advisers from the architect team has ensured that appropriate cultural features have been included in the design.

Engagement with the Heritage Architects tasked with ensuring heritage criteria is adhered to throughout the design and construction continues and will continue throughout the project.

3.5 Implications

Financial

Following QS review of the project at the Concept and Preliminary design stages it was identified that the original budget was insufficient. A further budget allocation of \$500k was made available to ensure that the quality and outcome of the project would not be undermined due to budget constraints.

1.6 Social & Policy

N/A

1.7 Risk

Delays due to COVID-19. Further delays may impact the construction completion date and push it beyond early March 2023.

3.8 Options

N/A

3.9 Development of Preferred Option

N/A

3.6 Attachments

Nil

4. UPDATE ON CIVIC BUILDING DEMOLITION

<i>Type of Report:</i>	Information
<i>Legal Reference:</i>	N/A
<i>Document ID:</i>	1442072
<i>Reporting Officer/s & Unit:</i>	Darran Gillies, Community Services Programme Manager

4.1 Purpose of Report

To inform the Council of the progress on the Civic building demolition ahead of the development of the new library and community spaces in accordance with the Library and Civic Area Plan.

Officer's Recommendation

The Napier People and Places Committee:

- a. **Receive** the report titled "Update on Civic Building Demolition".

4.2 Background Summary

In June 2017, Strata Group, conducted an assessment of the earthquake strength of the Council's main Civic Administration building (civic building) and the adjacent Library tower block building (library building). The report indicated both buildings were earthquake prone as they only complied with 10% and 15% respectively of the legal requirements for earthquake strength (NBS). The cost of strengthening the buildings to an acceptable level was prohibitive for the civic building but more tolerable for the library building.

At the Council Meeting of 19 December 2019, it was resolved to approve the demolition of the Civic Administration Building.

At its Extraordinary Meeting of 9 April 2020, Council resolved that the time capsule and mural affixed to the civic building be housed in temporary storage prior to demolition of the civic building.

The Council officially adopted the Library and Civic Area Plan (LCAP) on 9 December 2021. This followed community consultation in October in which submitters strongly supported the library (86%) being included in the stage one development of the site. Inclusion of Council customer services and the cultural/community hub also received support from 43% and 45% of submitters respectively.

The demolition of the civic building is a key part of the implementation of stage one of the Library and Civic Area Plan.

4.3 Issues

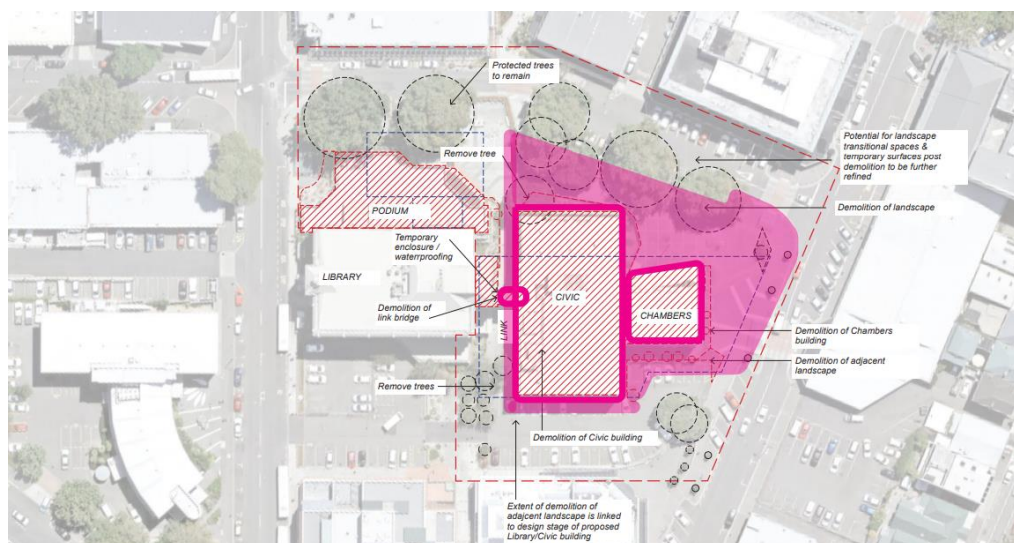
The demolition of a large tower building is a complex process that requires multiple consents and multi-disciplinary expertise.

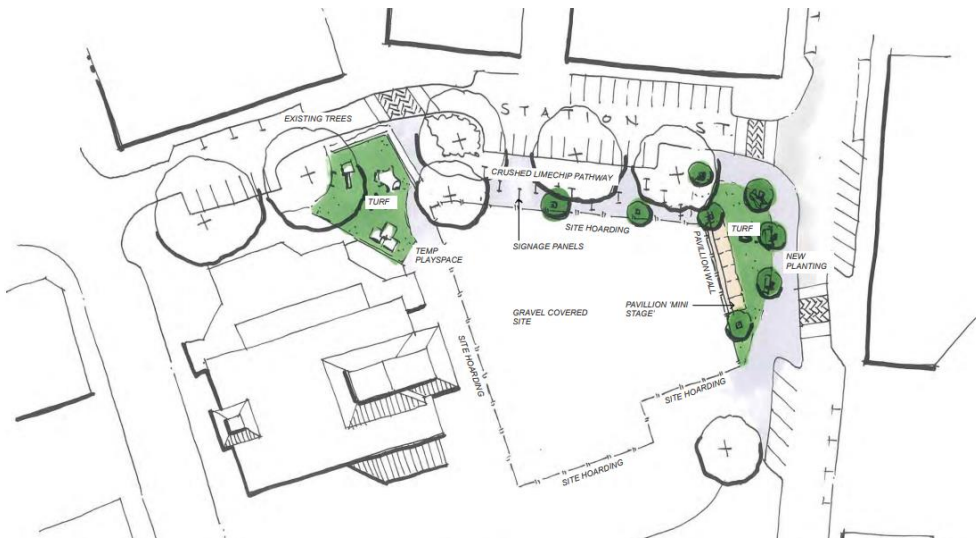
To de-risk the project and to ensure the right specifications go out to market while expediting the project in a cost-effective manner, Athfield Architects, the lead architects on the Library and Civic Area Plan (LCAP) master planning process, were engaged. Athfield Architects have worked alongside a quantity surveyor, structural engineers, and with Council officers to work through detailed scenarios. This work has included asbestos assessments of the existing buildings, pre-demolition salvage, methodology, landscaping and consenting requirements.

The team worked through a number of demolition scenarios on the Station Street site to understand the best ways to enable the implementation of stage one of the LCAP as well as creating the ideal environment to progress with stage two when appropriate. They also looked at the level of landscaping and earthworks needed to progress the project while being cognisant of the site edges to allow for ongoing activation and community engagement while the project progresses. The options also considered the need to maintain a high standard of practicable sustainability and cost efficiency.

The team have directed the project to progress with the demolition of the Civic Building, the Council Chambers and the Link Bridge (connecting to the Library Building), and the associated podium and periphery landscaping that supports the surrounding business activities to enable a programme of city activation.

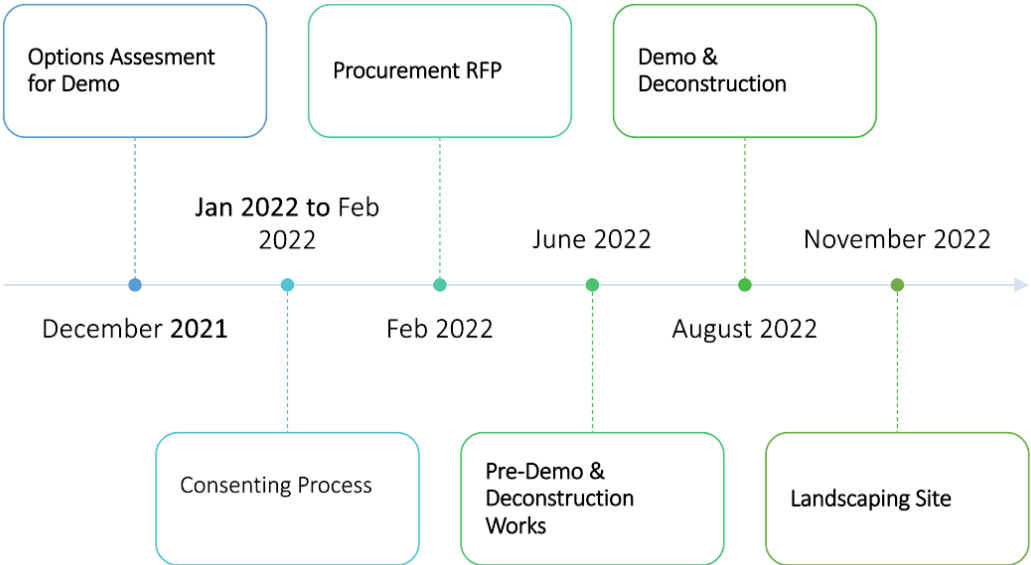
The diagrams below illustrates the scope of demolition and the landscape work.





Timeline for Demolition

The diagram below gives an overview of the project timeline. Greater detail of this timeline is provide in the Gantt chart attached.



The Council, the advisory group, and key stakeholders will be kept up to date with progress, with a particular focus on key demolition project landmarks. There will be visible progress on site as the building salvage and pre-demolition works are progressed in May – June.

The demolition cost will continue to be managed as part of the overall project budget approved in current the LTP.

Demo Scope	Process	Programme
Demolish Civic, Chambers and Link Bridge, and associated podium and periphery landscaping – to a high level of sustainability	<p>Items of value and importance to be salvaged prior to demolition.</p> <p>Asbestos contaminant removed.</p> <ul style="list-style-type: none"> Building demolished to high level of sustainability 	Overall timeframe estimated at 34 weeks. This timeframe includes removing salvage items (3 weeks), asbestos (3 weeks), services disconnections (1 week) and demolition (20 weeks), plus 1 week contingency
<p>Temporary Landscape</p> <p>Gravel site and small scale activated edges</p>	<ul style="list-style-type: none"> Minimal work required. To re-use turf and play equipment where practical 	Estimate 4 weeks for landscaping works

The current site with overlay of proposed building footprint from the Library & Civic Area Plan





4.4 Significance and Engagement

This matter has been assessed in accordance with Council's Significance and Engagement Policy and does not trigger any criteria or thresholds at this time. In 2017 Council carried out a rigorous and transparent process to divest the site through a Statement of Proposal (approved 22 November 2017).

The Civic Administration Site Optimisation Statement of Proposal highlighted the process and enabled public engagement with the Napier community

4.5 Implications

Financial

The costs of demolishing the civic building had initially been estimated at 1.1 million +/- 30% in 2019.

With a more detailed examination of the complexity of the demolition, including asbestos removal, substantial ground works to bring the site back to grade and for the minimal amount of landscaping, a new rough order of costs was undertaken by RLB, at cost estimate of around \$1.5 million. There is the funding required for demolition, which can be accommodated within the overall Civic and Library project budgets in the first instance.

There are no further financial implications at this stage, however any implications identified will be reported to Council as decisions are made and detailed design is finalised.

Council is conducting a Request for Proposal (RFP) for the demolition which will be assessed according to Council criteria and procedures.

Social & Policy

N/A

Risk

Health and Safety risks associated with the demolition of the building itself will be the responsibility of the demolition company. Council's health and safety requirements will be set out in its demolition proposal.

4.6 Options

The options available to Council are as follows:

- a. Receive the report titled Update on Civic Building Demolition for information.

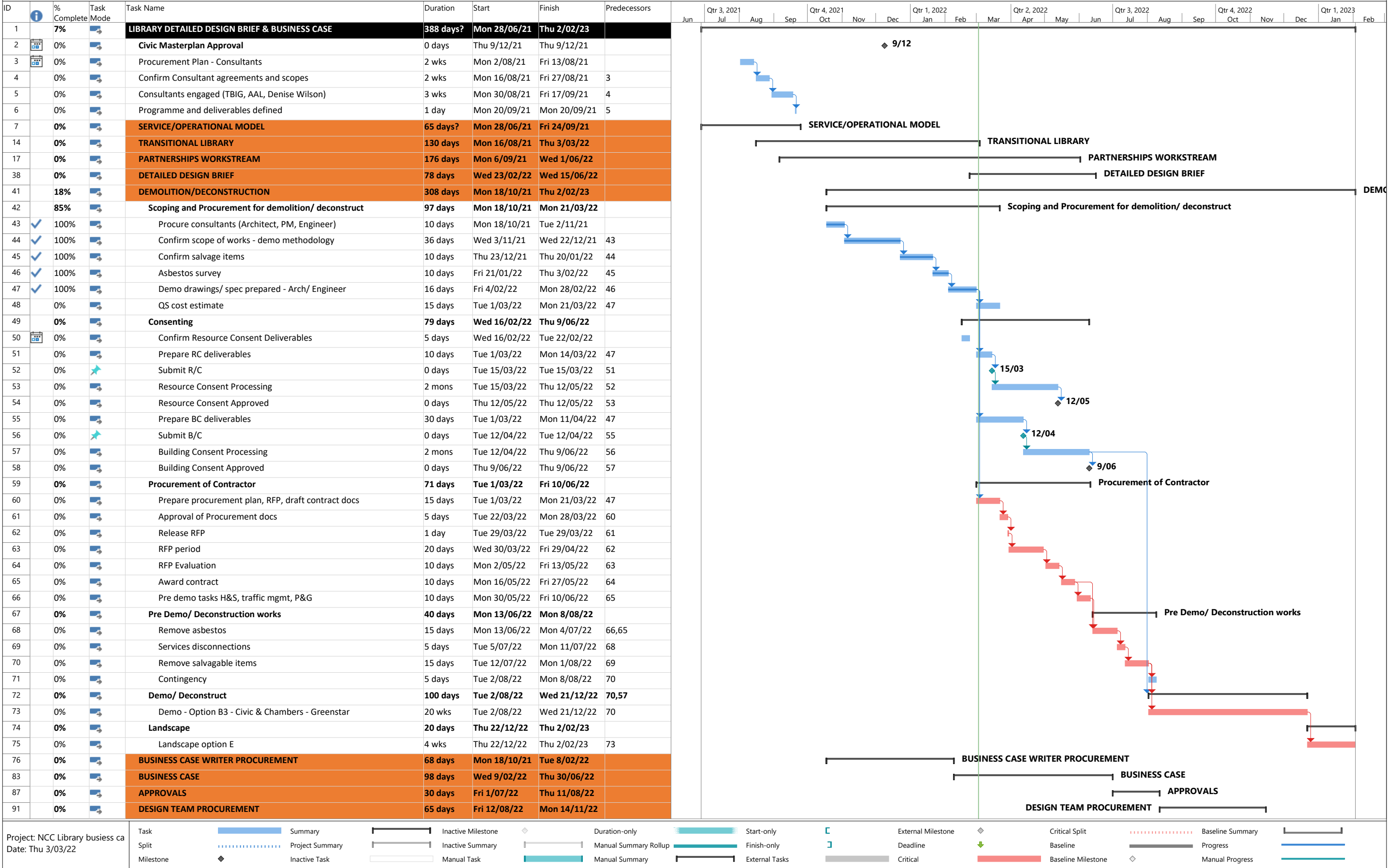
4.7 Development of Preferred Option

N/A

4.8 Attachments

- 1 Demolition and Design Brief Programme (Doc Id 1452515) [↓](#)

Npaier City Central Library -
Detailed Design Brief, Business Case, Demolition
Master Programme Revised 3 Mar 22



5. NAPIER LIBRARIES WINTER AND SUMMER READING PROGRAMMES 2022-23

Type of Report:	Operational
Legal Reference:	N/A
Document ID:	1444047
Reporting Officer/s & Unit:	Belinda McLeod, Community Funding Advisor

5.1 Purpose of Report

To seek approval to apply for external funding from Eastern & Central Community Trust (ECCT), to support the Napier Libraries 2022/23 Winter and Summer Reading Programme.

Officer's Recommendation

The Napier People and Places Committee:

- a. **Make a DECISION OF COUNCIL** under delegated authority to enable the funding application to Eastern & Central Community Trust be submitted and processed this financial year.
- b. **Approve** the external funding application of \$19,000 to Eastern & Central Community Trust for the Napier Libraries 2022/23 Winter and Summer Reading Programmes

5.2 Background Summary

The 2021 Napier Libraries Winter Reading Programme and 2021/2022 Summer Reading Programme saw the implementation of new programmes. Both programmes were completely re-branded, including a name change to the Summer Reading Programme Ngā Kaipānui Pounamu – Treasured Readers and Ngā Kaipānui Taiohi – Chiefs of Reading.

We have built a positive relationship with Maraenui Bilingual School and fostered the love of reading, and through this some tamariki from Maraenui Bilingual School were seen to enjoy a visit to the Taradale Library. Choosing a book to take back to school to read was a highlight of their visit. Keeping in communication with the school, they are all very eager to carry out more visits, and keep the positive connection with the library. The tamariki had the option of engaging with us in Te Reo or English.

The Winter programme will run from 4 July 2022 to 28 August 2022. The Summer reading programme; Ngā Kaipānui Pounamu - Treasured Readers and Ngā Kaipānui Taiohi - Chiefs of Reading will run from 8 December 2022 to 27 January 2023, and includes our events in the library and community events that support our programmes (for more information see **Attachment 1**).

The Summer Reading Programmes will run from 5 December 2022 to 27 January 2023, and includes our events in the library and work out in the community that support our programmes

5.3 Issues

Eastern & Central Trust are the only external funder that will consider funding applications for the Library programmes.

5.4 Significance and Engagement

N/A

5.5 Implications

Financial

As ECRead Trust no longer provide funding, we are seeking funding to support the Winter and Summer Reading Programme for 2022-2023. Our intent is to carry on delivering this programme to as many children as possible in our community, as it enriches the lives of children and teens, and encourages a lifelong skill of reading.

Eastern & Central Community Trust provides grants and support to community organisations. To be eligible for ECCT funding, we require a resolution of Council. The Trust operates a variable window (two – three months) for approving funding. To enable us to plan with any level of certainty we need to know if we have secured the funding or not as soon as practicable. Hence, we are seeking approval to apply for the funding now, as the programmes take many months of planning.

We are seeking \$19,000 from Eastern & Central Community Trust, which is the total cost to deliver the 2022/23 programme (see budget in **Attachment 2**).

Social & Policy

These programmes support the Napier Libraries Strategy of knowledge advocates, with a focus on early literacy as well as community collaborators, building partnerships with underrepresented demographics and supporting their needs. Maraenui has been identified as one of the areas to deliver the programme, due to the Ministry of Education's low decile ranking, and its low ranking in recent Pulse statistics.

The programmes support early literacy, encourage the love of reading, as well as support parents/caregivers in the community to enrich their children's lives through reading. It also aides in the continuation and fulfilment of reading for those participants who are older, and is well attended by children ranging from 4 to 17 years old with up to 300 participants last year.

We did notice a slight decline for the 2021/2022 programmes, but understand that the impact of COVID-19 lockdowns and Red Light Setting may have contributed to this drop in numbers. Due to the impact of COVID-19, we were unable to hold events within our Libraries; however, we were able to bring the StoryWalk® Project to Napier for the first time. StoryWalks® are an innovative way for tamariki, whānau and friends to read, get active and take in the beauty of Napier all at the same time, in a COVID-smart way.

This project also keeps a positive connection between Napier Libraries and the Napier community during these uncertain times. We were also able to utilise two Napier City Council locations for award-winning children's author Donovan Bixley's visit.

Risk

The main risk is not securing funding for the Winter and Summer Reading programmes, which means many children in our community would not have the opportunity to build on their literacy and social skills.

Feedback received from parents/caregivers has highlighted the positive impact and value the programme has had on families. This illustrates that Napier City Council would lose a valuable, long-standing programme that has been widely supported by the community. The loss of the opportunity to go out into the community and make connections in lower socio-economic areas would impact tamariki and their whānau, who might not otherwise have the means or opportunity to foster literacy.

5.6 Options

The options available to Council are as follows:

- a. Running a minimal programme reaching less children with fewer incentives to engage for both children/teens and parent/caregivers with the possibility of being able to connect with the community.
- b. Preferred Option - Funding from Eastern and Central Community Trust would enable us to continue providing a successful and valuable reading programme, both to lower decile schools in the community, and in the libraries.

5.7 Development of Preferred Option

N/A

5.8 Attachments

- 1 2022/23 Winter and Summer Reading Programme Information (Doc Id 1452455) [↓](#)
- 2 2022/23 Winter and Summer Reading Programme Budget (Doc Id 1452454) [↓](#)

Our vision for the Napier Libraries Winter & Summer Reading Programmes is as below:

Winter Reading Programme

The 2022 programme would be run for 8 weeks from Monday 4 July 2022 – Sunday 28 August 2022 inclusive.

Last year's programme was the first programme that we created and implemented outside of the previous ECCT funded programmes. Due to missing funding deadlines, we created a basic programme, but one that would still be engaging and fun to join in with.

We opened the programme up to ages 4-17 years and saw 245 participants register; 226 4-12year olds and 19 12-17 year olds. Over 50% of those children/teenagers who registered completed 3 or more book check-ins.

We also offered a mid-way surprise for all ages if they completed 3 books check-ins by a certain date, along with entries into a prize draw on certain numbered check-ins.

It was unfortunate due to going into Level 4/Lockdown, that we were unable to do a finale as well as being able to take the programme out into the community.

What will the 2022 programme look like?

Again we will be running the programme for ages 4-17, although the age split would be ages 4-10 and 10+. Keeping with the same format as last year, those aged 4-10 will be given a folder to record their check-ins. The folder will contain a wheel with suburbs of Napier highlighted. The children will read their way around the different suburbs, marking off each one with a star sticker as they check-in.

For those aged 10+, they will be given a booklet to record their reading with a similar concept to the younger programme.

Programme Incentives:

We would really like the chance to give away a book bag on the first check in. This was really missed during our programmes. We are hoping to start a commemorative badge incentive where children/teenagers can collect different custom made Napier Libraries badges for completing different reading challenges, programmes and events attended. A reading bag would not only be great to carry the books and folders/booklets in, but also a way of 'showing off' the badges collected!

We would again offer a mid-way incentive, this previously worked really well and enjoyed by all. This would be rewarded to those participants who complete the required number of check-ins by a certain date. In addition, we are also hoping to hold a finale for those children who complete the programme before/on the end date.

The concept of entering into an entry draw was also well received and we hope to carry on this type of incentive. The chance to go into the draw to win a book voucher would be on certain numbered check-in, the more books that are read, and the more chances of going into the draw.

In previous ECCT funded programmes, every participant was given a book on completion of the programme. We would still like to give participants the opportunity to receive a book, therefore we're hoping to offer the chance to win a book as a spot prize once a day. This was able to be done last year, and worked really well. All of our librarians had a day where they could give away a book!

All children/teenagers would receive a certificate and reading programme badge on completion.

Mid-way Events:

Children would receive an invite to our mid-way event at their third report-in, if completed by a specified date. For all ages we are looking at holding movie, pizza, popcorn and milo sessions in both Napier and Taradale library. The children would have the chance to choose which session that they would like to come along to.

Movies selected would be relatable to books.

Finale Events:

Children would receive an invite to our finale event at their fifth report-in, if completed by a specified date. For the under 10's we would hold a fancy dress mid-way party. We plan to hold this at the Greenmeadows hall, where the children can enjoy a mixture of party dances and games along with the chance to win some spot prizes. These would include a selection of items including bookmarks, colouring-in pencils, crayons, brain teaser puzzles and sweet treats.

For those 10 and over, we're planning a pizza night with a Challenge the Librarian/Quiz Night theme. Individual challenge winners would receive a small prize with the overall winner receiving a book voucher. (Covid-19 Level dependent)

Please note: In the event that finales cannot be run due to Covid-19, we would look at a safer option that might be running more movie sessions where children can be socially distanced appropriately.

Additional Events:**Guest Entertainer**

To run alongside our reading programme within the July School Holidays, we have looked at the possibility of a local entertainer to minimize costs; The Great Wardini. We would hope to hold sessions in both Napier and Taradale areas to capture a wider audience.

StoryWalk® Project

During the 2021/2022 summer holidays, Napier Libraries brought the StoryWalk® Project to the Napier community. It's an innovative way for tamariki, whānau and friends to read, get active and take in the beauty of Napier all at the same time, in a COVID-smart way.

This was very well received over all three of our locations and we hope to implement this fantastic initiative again to run alongside our reading programme.

Those who complete a StoryWalk® had the opportunity to scan in a QR code at the competition of the walk, fill in a short survey and enter into a prize draw for book vouchers or a free book.

July Holidays:

During the 2020 holidays, we were able to offer a varied and successful holiday programme. We are hoping to continue to offer a programme to run alongside the reading programme, promoting the library services and making connections with the community.

Our programme would include, Baby Bounce, Storytime, competitions, scavenger hunts - inside and outside of the library, crafts and activities (STEAM & te reo Māori focus), book clubs, family quiz, 3D printing workshops along with family All Blocks Lego® sessions, coding, and stop motion sessions. Many of these events require prizes and resources for them to be successful and engaging. (Covid-19 dependent)

- * Scavenger Hunts – prize draw to win book vouchers
- * Competitions: drawing, colouring, poetry/short story – first prize book vouchers, colouring/stationery packs
- * All Blocks (Lego®) competition prizes – mini building block packs
- * Quiz – book vouchers for overall winners, stationery packs individual round winners

Please note: In the event that these activities cannot be run due to Covid-19, these would be moved virtually to our social media pages still delivering story times, competitions, tech sessions and STEAM & te reo Māori activities along with the incentives of being able to win book related prizes.

Summer Reading Programme

The 2022/2023 programme would be run for 8 weeks from Monday 5 December 2022 to Friday 27 January 2023 inclusive.

Our last summer reading programme was the first programme that we created and implemented outside of the previous ECCT funded programmes. We were very fortunate to still be able to apply for funding through ECCT and this be approved, for this we are very grateful.

We re-branded our programme names to:

Ngā Kaipānui Pounamu – Treasured Readers (4-10yrs) and Ngā Kaipānui Taiohi – Chiefs of Reading (10+), this was well received. Each programme also had a whakataukī connected to it. Our 4-10's programme was all about New Zealand native birds.

We opened the programme up to ages 4-17 years and saw 295 participants register; 247 4-10year olds and 48 10+year olds. Over 50% of those children/teenagers who registered completed 2 or more book check-ins.

We realise that this number is lower than what we have had in previous years, and we understand that this may quite well be due to the impact that Covid-19 has been having on our people. We did offer check-ins to be completed online through the Napier Libraries website, which saw over 200 check-ins being completed through this avenue.

We also extended our programme to compensate going to the Red Traffic Light setting and allowing children to have more time to either complete on line or come into either Napier or Taradale library to complete a check-in in the hope of completing the programme.

We also offered a mid-way surprise for all ages if they completed 3 books check-ins, along with entries into a prize draw on certain numbered check-ins.

We still hope to run this programme out in the community within a lower decile school, possibly later in Term 1 or earlier Term 2, Covid-19 dependant.

What will the 2022/2023 programme look like?

As in our previous programme, Ngā Kaipānui Pounamu – Treasured Readers, participants will be given a folder to record their report-ins and with Ngā Kaipānui Taiohi – Chiefs of Reading, a booklet will be given to the participants to record their reading.

Ngā Kaipānui Pounamu – Treasured Readers: The concept will be 'Soaring through Space'; highlighting planets and stars that can be seen from New Zealand. The children will read through our night sky, marking off the different planets/stars with a matching sticker.

Ngā Kaipānui Taiohi – Chiefs of Reading: We found that a booklet works really well for the older age group, with a funky graffiti like design in the background and an area where books can be recorded, collecting star stickers as they check-in.

Programme Incentives:

For our recent Summer Reading Programme, we were able to allow participant to choose a prize from our prize box on check-in 3 and 5. We would like to carry on being able to reward the participants who complete the required number of check-ins with mid programme and finale prize and/or events. In keeping with promoting Napier's fantastic family day attractions, we would also have entries into a prize draw for certain numbered

check-ins where the prizes would be Napier family day out vouchers to various local attractions as well as including book vouchers. Children/teenagers will have the chance to choose which entry draw they go into.

In previous ECCT funded programmes, every participant was given a book on completion of the programme. We would still like to give participants the opportunity to receive a book, therefore we're hoping to offer the chance to win a book as a spot prize once a day. This was able to be done for our recent summer reading programme, and worked really well. All librarian staff had a day where they could give away a book!

All children/teenagers would receive a certificate and reading programme commemorative badge on completion.

When we run the programme in a school in the community we would look at hosting an end of programme finale (as we have done previously with Maraenui Bilingual School). This would look similar to the midway event as outlined below.

Mid-way Events:

Children would receive an invite to our mid-way event at their third check-in for 4-10 years, and second check-in for 10+, if completed by a specified date. For the under 10's we would hold a fancy dress mid-way party. We plan to hold this at the Greenmeadows hall, where the children can enjoy a mixture of party dances and games along with the chance to win some spot prizes. These would include a selection of items including bookmarks, colouring-in pencils, crayons, brain teaser puzzles and sweet treats. For those 10 and over, we're planning a pizza night with a Challenge the Librarian/Quiz Night theme. Individual challenge winners would receive a small prize with the overall winner receiving a book voucher.

Finale Events:

In keeping with the successful finale of previous years, we would hold a carnival style outdoor event in Taradale Park for those children who have completed the programme. This includes a sausage sizzle, bouncy obstacle course and face painting. The children would be presented with a completion certificate and commemorative badge.

For the teenager's finale, we would repeat the successful event of the 2020/2021 programme by offering those who complete the programme the opportunity of joining us at Superstrike Bowling.

Please note: if we are able to purchase a movie license for our Winter Programme, then we would also incorporate movie sessions as incentives as we would be able to monitor the number of attendance and safely social distance participants (especially if there is a hindrance due to Covid-19).

Movies selected would be relatable to books.

Additional Events:

Guest Entertainer

To run alongside our summer reading programme, we would hope to get a guest entertainer/visiting author to hold sessions in both Napier and Taradale areas to capture a wider audience.

StoryWalk® Project

During the 2021/2022 summer holidays, Napier Libraries brought the StoryWalk® Project to the Napier community. It's an innovative way for tamariki, whānau and friends to read, get active and take in the beauty of Napier all at the same time, in a COVID-smart way.

This was very well received over all three of our locations and we hope to implement this fantastic initiative again to run alongside our reading programme. The books that were previously used were all by New Zealand author and about New Zealand native birds which partnered well with our New Zealand native bird themed reading programme. Therefore we would look at again using New Zealand books to match our theme of Space. Those who complete a StoryWalk® had the opportunity to scan in a QR code at the competition of the walk, fill in a short survey and enter into a prize draw for book vouchers or a free book.

Summer Holidays:

Due to being in the Red Traffic Light setting, it was unfortunate that during the 2021/2022 school holidays we were unable to offer 'in library' events; however we did move our programme virtually to our Napier Libraries Facebook and YouTube pages. We are hoping for this summer (2022/2023) that we will be able to offer a successful programme which would run alongside the reading programme, promoting the library services and making connections with the community.

Our programme would include, Baby Bounce, Story Time, competitions, scavenger hunts - inside and outside of the library, crafts and activities (STEAM and te reo Māori focus), party in the park (songs and stories), book clubs, children/teen quizzes, 3D printing workshops, family All Blocks Lego® sessions, a family quiz, escape the library (similar to an escape room), coding, stop motion sessions and a whānau event in the Maraenui community. Many of these events require prizes and resources for them to be successful and engaging.

- * Scavenger Hunts – prize draw to win book vouchers
- * Competitions: drawing, colouring, poetry/short story – first prize book vouchers, colouring/stationery packs
- * Maraenui Event – Sausage sizzle. Spot prizes of books, brain teaser puzzles and stationery packs.
- * All Blocks (Lego®) competition prizes – mini building block packs
- * Quizzes – book vouchers for overall winners, stationery packs individual round winners

Please note: In the event that these activities cannot again be run due to Covid-19, they would be moved virtually to our social media pages still delivering story times, competitions, tech sessions and STEAM/te reo Māori activities along with the incentives of being able to win book related prizes.

Napier Libraries 2022 Winter & 2022/2023 Summer Reading Programme Budget
Outline The below is the inclusive of both programmes

Item	Cost
Folders (for the card & printing on)	\$400.00 approx.
Stickers for the report-ins	\$400.00 approx.
Booklets for the Teenagers	\$100.00
Design Costs (as quoted by Marketing) *	\$2,000.00
Printing of Programme flyers (quoted by Marketing)	\$300.00
Printing of Folder (quoted by Marketing)	\$2,000.00
Social media promotion (quoted by Marketing)	\$400.00
Books as spot prizes – Wardini Books/Wheelers approx. \$17 each x 100	\$1,700
Additional Events	
Entertainer – The Great Wardini \$160x2	\$320.00
Possible author visit approx. \$260x2	\$520.00 approx.
Holiday Programmes – July & Summer	
Book vouchers \$20x40 (prizes for the Library competitions)	\$800.00
Maraenui Sausage Sizzle (inclusive of all items)	\$145.00
Maraenui spot prize of books \$15 each x 20	\$300.00
Maraenui spot prizes - Brain teaser puzzles \$4.99 each x 10	\$49.90
Maraenui Book Prizes \$17 each x 25	\$425
Building block sets \$3 each x 6	\$18.00
Book Vouchers for Reading Programme Winner Prize Draw: Book vouchers \$20x20	\$400
Prizes for Summer Reading Prize Draw	
National Aquarium of New Zealand Family Pass (2x adults & 2x children) x2	\$124.00
Mini Golf Family Pass (2x adults & 2x children) & Book Voucher \$29.50 + \$20 x2	\$99.00
Faraday Centre Family Pass (2x adults & 2x children) & Book Voucher \$25 + \$25 x2	\$100.00
Aquatic Centre Family Pass (2x adults & 2x children) & Book Voucher \$17.40 + \$30 x2	\$84.80
Napier Prison Tour All Day Family Pass (2x adults & 2x children) x2	\$100.00
Bay Skate Package (entry and skate/scooter hire for 4) x2	\$128.00
Book Voucher x2	\$100.00
The above prize draws would cover both 4-10's and 10+ programmes	
Mid-way Incentives	
Movie License	\$280 + GST
Pizza and Popcorn (Domino's & Mad Fun Company for the popcorn machine/corn)	\$520
Children's prizes	\$250.00 approx.
Book Vouchers for Teen's prizes \$25x4	\$100.00
Pizza for teen's Challenge the Librarian event	\$100.00 approx.
Winter Reading Programme Finale	
Colouring Packs (colouring books and pencils) \$6.00 each x25 (prizes for the Library)	\$150.00
Stationary Packs (notebooks, and pencils) \$5.00 each x25 (prizes for the Library)	\$125.00
Sweet Treats x2	\$40.00
Brain teaser puzzles \$4.99 each x 10	\$49.90
Book Vouchers x 5 @ \$20	\$100.00
Summer Reading Programme Finale (as based on 2020 Final costs)	
Mad Fun Company – Double Lane Slide & Green Obstacle \$450x 2	\$900.00
Sausages (Mad Butcher) \$12.92x 11	\$142.45
1kg Onions (Mad Butcher) \$5.00x 3	\$15.00
Bread (Pak 'n Save)	\$16.30

Item	Cost
570gms Tomato Sauce (Pak 'n Save) \$5.95x 3	\$17.85
American Mustard (Pak 'n Save) \$8.95x 2	\$17.90
BBQ Gas (BP 2 Go)	\$69.00
Oil, wipes, serviettes (New World)	\$25.40
Certificates	Included within the above printing/design costs *
Superstrike Lanes & Food Platters (teenagers)	\$700.00
Other:	
Commemorative Badge making resources & badge maker hire (Badge King, NZ) – this would cover both programmes and for events attended/reading challenges throughout	\$500
StoryWalk® - Boards	\$500 (approx.)
StoryWalk® - Stakes	\$298 (approx.)
StoryWalk® - Books	\$400 (approx.)
StoryWalk® - Marketing	\$500 (approx.)
StoryWalk® – Spot Prizes (Book Vouchers, books, family day passes)	\$400 (approx.)
Spotlight - Plain Cotton Craft Bag Natural 38cmx42cm (Book Bag) @ \$3.25each x500	\$1,625
TOTAL (approx.) COST	\$18,855.50

PUBLIC EXCLUDED ITEMS

That the public be excluded from the following parts of the proceedings of this meeting, namely:

AGENDA ITEMS

1. Creative Communitis Funding March 2022

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

General subject of each matter to be considered.	Reason for passing this resolution in relation to each matter.	Ground(s) under section 48(1) to the passing of this resolution.
1. Creative Communitis Funding March 2022	7(2)(c)(i) Protect information which is subject to an obligation of confidence or which any person has been or could be compelled to provide under the authority of any enactment, where the making available of the information would be likely to prejudice the supply of similar information or information from the same source and it is in the public interest that such information should continue to be supplied	48(1)A That the public conduct of the whole or the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist: (i) Where the local authority is named or specified in Schedule 1 of this Act, under Section 6 or 7 (except 7(2)(f)(i)) of the Local Government Official Information and Meetings Act 1987.

NAPIER PEOPLE AND PLACES COMMITTEE

Open Minutes

Meeting Date: Thursday 17 March 2022

Time: 9.00am

Venue Via Zoom (Audio Visual Link) and livestreamed via Council's Facebook page

Present Councillor Boag (In the Chair), Mayor Wise, Deputy Mayor Brosnan, Councillors Browne, Chrystal, Crown, Mawson, McGrath, Price, Simpson, Tapine, and Taylor

In Attendance

Director Community Services (Antoinette Campbell)
Director Corporate Services (Adele Henderson)
Director Programme Delivery (Jon Kingsford)
Director City Services (Lance Titter)
Director City Strategy (Richard Munneke)
Acting Director Infrastructure Services (Debra Stewart)
Manager Communications and Marketing (Julia Atkinson)
Pou Whakarae (Mōrehu Te Tomo)
Chief Financial Officer (Caroline Thomson)
Community Funding Advisor (Belinda McLeod)
Manager Community Strategies (Natasha Mackie)
Senior Advisor Policy (Michele Grigg)
Manager Property (Bryan Faulknor)
Māori Partnership Manager - Te Kaiwhakahaere Hononga Māori (Beverley Kemp-Harmer)
Māori Partnership Manager - Te Kaiwhakahaere Hononga Māori (Hilary Prentice)

Also in Attendance

Dr Virgil Troy, SIL Research
Nataliya Rik, SIL Research

Administration

Governance Team (Anna Eady and Carolyn Hunt)

Karakia

The Chair opened the meeting with a karakia

Apologies

Councillors Mawson / Chrystal

That the apology from Councillor Wright and the apology for lateness from Councillor Tapine be accepted.

Carried

Conflicts of interest

Nil

Public forum

Lily Foulds and Jae Sutherland – Hawke's Bay Civil Defence & Emergency Management (HBCDEM)

This presentation is in response to an item on the previous Napier People and Places Committee agenda about deactivating the Napier Civil Defence Siren Network and replacing it with the Emergency Mobile Alert (EMA) system.

The community tsunami education plan for Napier includes:

- Tsunami Information Boards – These will have QR codes which will take residents to a website with more detail on tsunamis. The signs will be bilingual. They will include a tsunami evacuation route from the sign's location to a tsunami safe zone. HBCDEM will work with Waka Kotahi to install signs on national roads.
- Blue lines will be painted at key points around the city to show the end of an induction zone. Education will teach people need to go beyond these lines to be safe in the case of a tsunami.
- Shake Out Event – National earthquake drill and tsunami hīkoi held yearly in October. This event has had good buy in by the community and key groups. HBCDEM are partnering with Volunteering Hawke's Bay to recruit volunteers who will promote engagement, planning and practising for emergency situations.
- HBCDEM will hold public workshops. These will especially be targeted at groups like older persons groups, disability groups, business groups, and tourism operators, and in August there is going to be a business continuity planning event. Workshops can also be given at the request of community members.
- For groups who do not use a mobile phone, or for whom the EMA would not work, ongoing education programs will be held giving alternative ways these groups can be alerted in an emergency situation.
- HBCDEM have an ongoing online communication program via Facebook and their website. There is also a know your zone campaign aimed at the 20,000+ homes within the tsunami evacuation zones.
- Te Hīkoi a Rūaumoko is a bilingual children's book given to every child at their before school check. It was designed to help children understand what to do during and after an earthquake. This book is being translated into Samoan, Tongan, Chinese, Hindi and Cook Island Māori.
- HBCDEM support National Emergency Management Agency (NEMA) campaigns.
- They have a good relationship with Safer Napier and have a presence at their events, as well as at other community events.
- Community resilience plans. Updating the Tangitū (Bayview and surrounding areas) community resilience plan which will then be distributed to residents. Once done this will occur in other Napier areas.

- East Coast Life At The Boundary (LAB) – This brings together scientists, emergency managers, experts and stakeholders to enable learning about the natural hazards that can affect us. HBCDEM is a member and Chair of the Steering Group.
- HBCDEM has been able to use Ministry of Education information to put closely located schools into clusters. Education sessions were held in August 2021 and cluster group workshops will be held in May 2022. These are to create understanding about safe cluster areas and to encourage schools to collaborate together to create emergency management plans for an event.
- The Tsunami Pou Project – Pou are being installed around the city to show the location of safe zones and to build awareness.

Attachments

- 1 HBCDEM Tsunami Education Plan.pdf

Announcements by the Mayor

15 March marked the anniversary of the Christchurch mosque shootings. We will always remember the 51 who died. We will honour their memory by aiming to make New Zealand a country which is a safe home for all.

Announcements by the Chairperson

Nil

Announcements by the management

Nil

Confirmation of minutes

Councillors Mawson / Simpson

That the Minutes of the meeting held on 3 February 2022 were taken as a true and accurate record of the meeting.

Carried

AGENDA ITEMS

Councillor Tapine joined the meeting at 9:22am

1. THE MEKE METER INITIATIVE - FUNDING SUPPORT

Type of Report: Operational

Legal Reference: N/A

Document ID: 1431458

Reporting Officer/s & Unit: Belinda McLeod, Community Funding Advisor

1.1 Purpose of Report

To seek approval for Council to apply for funding from the Eastern and Central Community Trust (ECCT) on behalf of L W Confederation Ltd who operate the mobile fitness POD under the Meke Initiative project.

At the Meeting

The Officer spoke to the report and in support of the funding application by L W Confederation Ltd. The application has been submitted provisionally to the ECCT but confirmation is pending sign off by Council today.

In response to questions from the Committee it was clarified:

- L W Confederation Ltd are seeking Charitable Trust status to enable it to apply for community based funding directly in the future.
- As the fund holder there is an element of risk to Council, but it has been assessed as a low risk. The Council Community Funding Advisor will be monitoring the company's progress, and its ability to meet the target outcomes in its funding application.
- Council has been a fund holder for a number of organisations previously as those organisations have worked towards having registered Charitable Trust status.

ACTION: Council to invite Levi Armstrong and his team to present to Council on the Meke Initiative midway through the project when reporting to ECCT would be required.

Committee's recommendation

Councillors Crown / Mawson

The Napier People and Places Committee:

- Make a **DECISION OF COUNCIL** under delegated authority to enable the funding application to Eastern & Central Community Trust to be submitted and processed this financial year.
- Approve an external funding application of \$25,000, to Eastern & Central Community Trust on behalf of L W Confederation Ltd to assist with the lease of the mobile fitness container and trainer costs.

Carried

2. NAPIER SOCIAL MONITOR REPORT 2021

Type of Report:	Information
Legal Reference:	N/A
Document ID:	1385225
Reporting Officer/s & Unit:	Michele Grigg, Senior Advisor Policy

2.1 Purpose of Report

To provide an overview of the findings from the 2021 Napier Social Monitor report.

At the Meeting

The Officer spoke to the report with the support of Dr Virgil Troy and Nataliya Rik from SIL Research.

In response to questions from the Committee it was clarified:

- In the health, wellbeing and accessibility section, all responses which referred to speeding traffic, burnouts, traffic noise and unsafe driving were combined into traffic management. In the appendix of the Social Monitor report there is more detail on this broken down by suburb.
- The public will be able to access the Social Monitor report (attached to the agenda of this meeting) on the Napier City Council (NCC) website and a copy will be distributed to key stakeholders. Some of the key measures in the report, such as wellbeing, will be included on the Pulse data dashboard, which is also available via the NCC website.
- The Social Monitor Questionnaire asks for residents perceptions, rather than actual usage numbers of things like public transport. These statistics can be gathered through other means. Hawke's Bay Regional Council willingly share the public transport usage data, for example.

Committee's recommendation

Councillors Tapine / Mawson

The Napier People and Places Committee:

- a. Receive the Napier Social Monitor report 2021.
-

Carried

The meeting closed at 10:04am

Approved and adopted as a true and accurate record of the meeting.

Chairperson

Date of approval