

Draft

Health and Wellbeing Strategy

Supporting your health and wellbeing on the Kāpiti Coast

Building a more connected, equitable and accessible
local health and wellbeing system

October 2026



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Message from the Mayor

Improving access to good health care and supporting the wellbeing of everyone on the Kāpiti Coast is a community priority.

I'm pleased to be sharing Council's draft Health and Wellbeing Strategy with you. Through our early engagement on this strategy and the Long-term Plan 2027–37, we heard the community's growing concern about gaps in local health services.

Your feedback was clear – more local doctors, clinics and primary health services, 24/7 urgent care, and better access to hospital services matter most. Many of you also told us you want a hospital of our own, and we understand why. While there are hospitals within about an hour's drive to the north and south, transport options to reach them are limited.

With our growing and ageing population, we need more connected health and wellbeing services closer to home. A strong focus on supporting integrated health and wellbeing facilities across our district can deliver much of what you've asked for.

We firmly believe collective action is required.

Together, we can drive real improvements in health and wellbeing on the Kāpiti Coast. We can provide the services and facilities our community needs to live active, healthy lifestyles, and we can advocate for our community's needs, connecting the people and organisations who hold the tools and responsibilities to deliver the right care for our people.

Over the last year, Council has strengthened relationships with local, regional and national health sector providers, funders and decision-makers, and we've assembled better information about our health and wellbeing needs. The Kāpiti Health Advisory Group has completed important and influential work on a proposal for a fully integrated and innovative health service located at the Kāpiti Health Centre.



While Council isn't in a position to fund health care services, we'll keep advocating to Health New Zealand | Te Whatu Ora, our local MPs and the Minister of Health to make better access to health services across the district a reality.

Council will continue to improve how we deliver our regulatory functions, facilities, open spaces and district planning so people have better opportunities to stay healthy. We will position Kāpiti as an attractive place for a range of health and wellbeing providers to live and do business.

Addressing our health and wellbeing service gaps will take collective effort. This strategy sets out how Council will lift and refocus its efforts, and how we'll work alongside our local health and wellbeing ecosystem and central government to make a real difference.

***Mā te manaaki tangata, mā te mahi ngātahi, ka ora ai te hapori.
By caring for people and working together, the community flourishes.***



Mayor Janet Holborow
Kāpiti Coast District Council

Purpose

Supporting your health and wellbeing on the Kāpiti Coast

As a growing district, we need to ensure we have the right infrastructure in place to support our increasing population. Along with physical infrastructure like roads, public transport and water services, this includes social infrastructure – such as housing, access to good food, social support and connection to things you value. Together, these have a significant impact on people's health and overall wellbeing. Kāpiti Coast's access to public health care needs to change and improving it requires collective action.

The goal of this community strategy is for those involved in health services, public health issues and wellbeing support, including Health New Zealand | Te Whatu Ora, local health and wellbeing providers, and our community, to work together to make everyday health care and wellbeing support easier to access and more affordable for everyone.

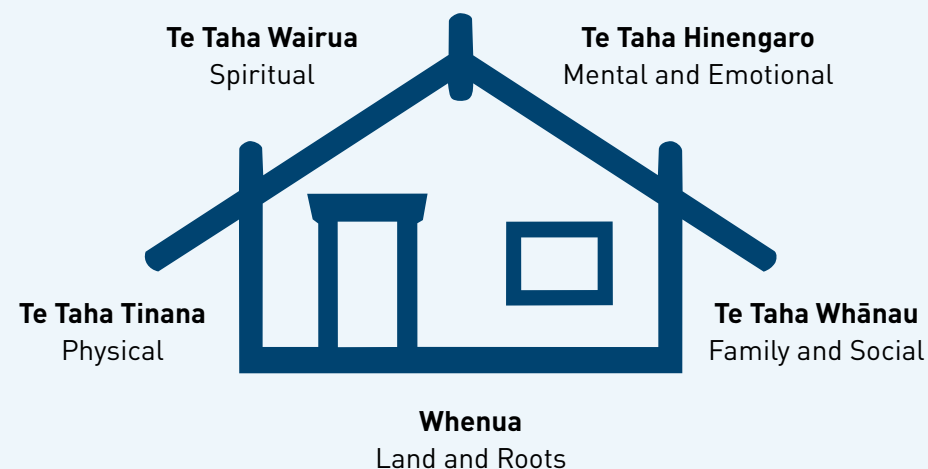
While the Council is not a provider of health services, it has a clear role in:

- Protecting population health through legislated public health responsibilities and providing infrastructure, services, facilities and open spaces for recreational activities, so that people can live healthy lifestyles and avoid ill health.
- District-wide planning as an enabler to meet the needs of our growing population by supporting health and wellbeing providers to live and do business.
- Understanding community needs and connecting and advocating with providers and organisations who can meet these needs.

This community Health and Wellbeing Strategy also focuses effort on three underlying, access-related objectives:

- Health and wellbeing services are equitable, accessible, sustainable and affordable for all our population.
- Health and wellbeing service provision is holistic, connected, collaborative and grows over time.
- Health care that can be delivered locally is delivered locally.

Te Whare Tapa Whā



The model, Te Whare Tapa Whā, is founded on a holistic approach to wellbeing. It uses the symbol of the wharenuī to demonstrate the importance of physical, spiritual, mental and emotional, family and social, and the land, to overall health and wellbeing. If one wall or the roof is damaged, it will impact a person's overall health and wellbeing. This holistic view shapes how the Council approaches its role.



Achieving these objectives comes with many benefits

Improving local health care access delivers benefits well beyond the service itself. An accessible, equitable, affordable and connected local health and wellbeing system can:

- Keep people closer to home and to their support systems, reducing the need for long journeys to out-of-district hospitals.
- Reduce the need for urgent and emergency services by helping people to stay healthy, avoid ill health, and treat issues earlier.
- Reduce pressure on the hospital system by providing treatment and care closer to home.
- Improve equity with integrated services available for all ages, stages, ethnicity and location.
- Boost our local economy by making Kāpiti a great place for health and wellbeing providers to live and work.
- Strengthen prevention and wellbeing to reduce the need for health care, and the stress connected to accessing health care when it is needed.
- Make Kāpiti an attractive place to live, work, and visit.

The scale of the opportunity is clear. Each year around 12,000 Kāpiti residents make about 20,000 trips to Wellington Regional Hospital for outpatient appointments and a further 7,000 trips are made to its emergency department – over half by ambulance. In 2023, 7,644 Kāpiti residents presented to Wellington Regional Hospital Emergency Department, with 3,900 people treated and discharged (not admitted). Similarly, in 2023, 946 Kāpiti residents presented to Palmerston North Hospital Emergency Department, with 455 treated and discharged.

In time, much of this care could be delivered closer to home.

An enduring strategy for everyone in Kāpiti

This strategy has been shaped through the work of the Council working alongside health sector partners, the Kāpiti Health Advisory Group, elected members, and community engagement on Vision Kāpiti and the Health Strategy Direction of Travel in 2024. Further engagement on community priorities in mid-2026, to inform the Long-term Plan 2027–37, reaffirmed that accessible local health and wellbeing services remain a top priority for residents.

What you have told us

We received 93 submissions on the Health Strategy Direction of Travel. More than 83 percent of you supported at least one of the proposed areas of focus. Your clearest priorities were more local primary care, 24/7 urgent care, and better access to hospital services. You also asked us to reflect hauora Māori, marginalised communities, and the Council's core role in providing, protecting, and planning for, health and wellbeing. You were clear that the Council's role should be to advocate and connect, not to deliver clinical services.

We received 469 submissions on our proposed health priority as part of the 2026 pre-Long-term Plan engagement. Of these, 63 percent of submitters were clear about the need for more and better access to health care closer to home.



The three tiers of the health system

Hospital and specialist services when additional support is needed. Includes hospital-based services, community-based services that require a referral, such as testing, diagnostic and treatment services, and private specialist services. This is fewer people's day-to-day experience.

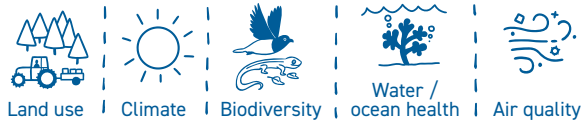
Early intervention and treatment. Delivered by doctors, pharmacists, nurses, midwives, allied health providers, non-medical health and wellbeing services. This is most people's day-to-day experience.

Prevents illness and disease, protects health and promotes wellbeing/hauora, including through healthy infrastructure and environments. Delivered by primary care, the Council (e.g. environmental health, urban planning, community facilities), private providers, community and NGOs, and the National Public Health Service.

SUPPORTING YOUR HEALTH AND WELLBEING ON THE KAPITI COAST

This work is informed by community feedback through Vision Kāpiti on our Place, People, and Partnership outcomes for health in Kāpiti.

PLACE



"Provide a healthy urban environment."

PEOPLE



"Support good health and wellbeing outcomes and access to services."

PARTNERSHIP



"Work with the right parties to see effective change."

YOU TOLD US:

To deliver on our role and work with the right parties to support good health and wellbeing for our people.

Community challenges

- ▶ Older than average age profile
- ▶ Higher than average rates of disability
- ▶ Changing ethnic profile
- ▶ Rising demand for mental health and addiction support
- ▶ Ensuring equitable provision keeps pace with growth

2025-2040 WHERE KĀPITI IS

People are concerned about access to affordable local health and wellbeing services, including primary care, urgent care, mental health support, and hospital and specialist care.

SHIFTS THE COMMUNITY WANTS TO SEE

- ▶ Activity that focuses on prevention and healthy living
- ▶ Improving mental health services
- ▶ A good understanding of community need.
- ▶ More local and community health and wellbeing services
- ▶ Better access to urgent and hospital services

2060 WHERE THE COMMUNITY WANTS TO BE

We have an equitable, accessible and connected health and wellbeing system, with strong prevention and wellbeing support, and better access to health care closer to home.

Council levers

- ▶ Providing and protecting through public health
- ▶ Planning for growth and enabling investment
- ▶ Listening, connecting and advocating

Who we are working with to make things better

Targeted specialist health care
Fewer people's day-to-day experience



General health care
Most people's day-to-day experience

HOSPITAL AND SPECIALIST SERVICES

PRIMARY AND COMMUNITY CARE

PUBLIC HEALTH AND PREVENTION

What they do

When additional support or specialist services are needed.

Early intervention and treatment. Often your first port of call when you have a health concern.

Prevents illness and disease, protects population health, and promotes wellbeing/hauora, including through healthy environments.

Who delivers these services

Hospital-based services, services in the community that require a referral, private specialist services.

General Practitioners (GPs), pharmacists, nurses, midwives, allied health providers.

Primary care wellbeing providers (prevention e.g. vaccinations and early intervention); the Council (e.g. environmental health, urban planning, community facilities); community and NGOs (health promotion and support services); National Public Health Service (e.g. public nursing, infectious disease control, screening).

Guided by Te Whare Tapa Whā, a holistic approach to wellbeing

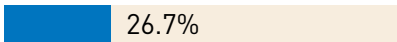
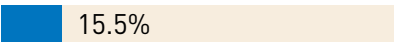
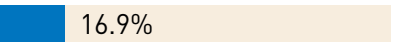
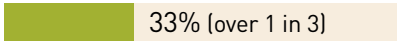
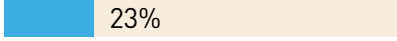
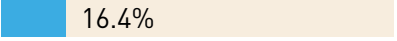
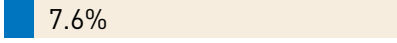
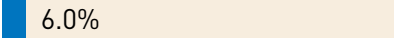
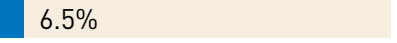
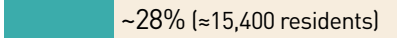
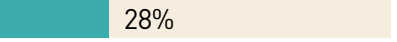
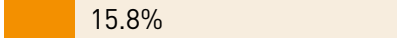
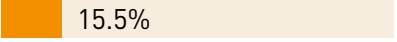
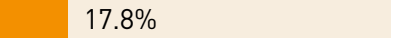
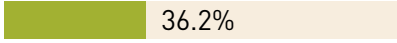
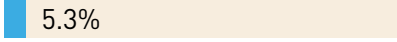
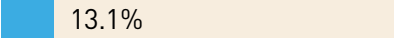
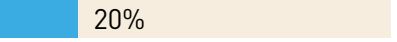
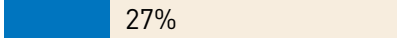
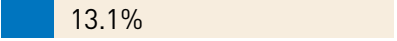
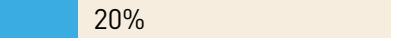
PARTNERSHIPS



Where we are now

Our population and health profile

Our district has specific health challenges that underpin the community's desire for more local health and wellbeing services. The district has an older population compared to the rest of the country, a lower median household income and higher levels of activity limitation.

Indicator	Kāpiti Coast	Greater Wellington	New Zealand
Estimated resident population (2023)	57,497	575,707	5,199,395
Projected population in 2055	75,442–82,768	643,327–749,711	7.4–8.3 million
Population aged 65+ (2023)	 26.7%	 15.5%	 16.9%
Population aged 85+ (2023)	 3.8% (highest in NZ)	-	 1.8%
Median age (2023)	48.8 years (Māori 28.6 years)	37.9 years	38.1 years
Projected 65+ in ~30 years	 33% (over 1 in 3)	-	 23%
Low-income households	 23%	 16.4%	-
Median household income	\$106,305	\$136,770	\$119,957
Activity limitation (disability)	 7.6%	 6.0%	 6.5%
Adults reporting poor mental wellbeing	 ~28% (≈15,400 residents)	-	 28%
Māori population (2023)	 15.8%	 15.5%	 17.8%
Māori population in Ōtaki (2023)	 36.2%	 15.5%	 17.8%
Residents in deprivation deciles 9–10	 5.3%	 13.1%	 20%
Ōtaki residents in deprivation deciles 9–10	 27%	 13.1%	 20%

Sources: Sense Partners (2025), *Demographic forecasts for the Wellington region*; Statistics NZ 2023 Census; 2021 General Social Survey; Tū Ora Compass Health (2024); Kāpiti Health Advisory Group, *An integrated and innovative health service for Kāpiti* (2025).

In short, our district has an older and ageing population, higher rates of disability and long-term conditions impacting health, a changing ethnic profile, pockets of significant deprivation (notably Ōtaki), and rising demand for mental health and addiction support. Service provision needs to meet these challenges, keep pace with growth, and provide for children and young people as younger families move into our communities.

Our local health and wellbeing services system

We have a local health and wellbeing base, anchored in the Kāpiti Health Centre and a committed community of providers across prevention, early intervention and treatment options. However, front-line primary care services are under pressure and several of the services people rely on most still require travel out of the district.

Kāpiti is the only New Zealand urban area with more than 50,000 residents whose nearest emergency and acute hospital services are close to an hour away. The Ministry of Health's median travel time for the Kāpiti Coast is 47.2 minutes. Smaller centres – including Gisborne, Whanganui, Blenheim and Invercargill – each have a local 24/7 acute hospital.



Service	What we have now – 2026 snapshot
Prevention, wellbeing and alternative providers	A wide range of physical and mental health prevention and wellbeing support providers.
General practice	Around a dozen practices; most closed or restricted to new patients; some new capacity emerging.
After-hours primary care	Largely virtual, through telehealth partnerships; no walk-in after-hours primary care clinic.
Urgent care	One daytime and evening service, seven days a week, closing late evening; no local 24/7 urgent care. Kenepuru Hospital in Porirua offers after-hours urgent care.
Emergency department and public hospital	None in the district; nearest in Wellington, or Palmerston North for Ōtaki residents.
Hospital-level, outpatient and maternity	Some outpatient, maternity and community clinics at the Kāpiti Health Centre (weekdays); visiting mobile surgical and imaging units, and the Kāpiti Day Hospital.
Mental health and addiction	Community, NGO and regional provision; demand rising.
Kaupapa Māori and low-cost care	Very Low-Cost Access; low-cost practices.
Pharmacy, diagnostics and allied health	Community pharmacies and private diagnostic collection; allied health providers. Increased ability of pharmacies to prescribe some medication will relieve some pressure on GP clinics.



General practice clinics are the front door to the primary health system and locally are stretched. The district is looking for innovative ways to meet community need. In August 2026, Paekākāriki opened a health hub, a community-based facility focused on improving access to health services for people whose needs are currently unmet or under-met. Additional health and wellbeing practitioners will join over time. Rather than creating a traditional, full medical centre, the hub is intended to be a flexible, shared space that can host a range of health and wellbeing services.

The district is also split across health service boundaries. Most of Kāpiti's health providers operate through Tū Ora Compass Health, while Ōtaki operates through THINK Hauora. This split can make a single, coordinated local view harder to achieve and to advocate for, and is why this strategy supports an Ōtaki-specific response. In 2026, of the 6,845 people enrolled with the two Ōtaki general practices, more than half are considered high-needs, including Māori, Pacific peoples, and those experiencing socioeconomic deprivation. This highlights the ongoing importance of accessible, culturally responsive primary health care services in Ōtaki. Enrolled patient data from Tū Ora Compass Health shows Kāpiti has a higher proportion of patients than the wider region across 14 of 15 tracked long-term conditions – most markedly cardiac conditions (11.2% vs 7.1%) and frail elderly (7.8% vs 3.8%).

There are kaupapa Māori health service providers, including a Very Low-Cost Access provider with a high-needs enrolled population. There are Rongoā Māori providers within the district that focus on traditional, holistic healing systems. There are several natural or alternative healing providers within the district, offering bodywork, plant-based and herbal remedies. Out of hours, primary care has shifted substantially to telehealth, with practices partnering with virtual primary care and GP services rather than running their own after-hours clinics.

The Council's role in health and wellbeing

This Health and Wellbeing Strategy is one of five community operating strategies giving effect to Vision Kāpiti 2060 (alongside Housing, Climate, Environment, and Economic Development). Each of these strategies supports good health and wellbeing outcomes – through providing for quality housing and good transport links, accessible open spaces, attracting health and wellbeing providers, and protecting and promoting our environment.

This Strategy sets out Council's role in relation to health and wellbeing.

Providing and protecting through public health, infrastructure and regulatory responsibilities

The Council is not a provider of primary or secondary/tertiary health care, but it does have a health role set out in legislation. Council is responsible for public health infrastructure like drinking water supply, wastewater and stormwater, protecting our water quality, disposing of refuse, ensuring safe and healthy homes and buildings are built, and regulating activities relating to food safety and the sale and supply of alcohol locally.¹ This role is extensive and critical to the health of our communities.

The core objective of Council's responsibilities is to provide infrastructure, services, open spaces, and facilities, and through our regulatory functions, protect against injury and illness, so that people are able to live healthy lifestyles and avoid ill health.

Planning for growth and enabling health and wellbeing investment

Another critical core Council role is in district planning. The district's population is likely to reach between 75,000 and 83,000 people by 2055. We are planning for 'good growth', which means we grow sustainably to meet our needs while retaining the special things that people value the most about living here. This means as we grow, we have enough health care services to support our communities, and that we work with health sector partners

¹ A fuller list of legislation Council is responsible for is in Appendix 1.



to align planning priorities to ensure local needs are known and met. Good growth also means planning for enough quality buildings and housing to attract health care businesses and professionals to the district, from those who support people to prevent illness and live healthy lives right through to those who provide specialist medical care. We want to ensure the district remains an attractive place to work and live.

Listening, connecting, partnering and advocating across the health system

Another key role is to listen closely to our communities, to understand and advocate for your needs. Through ongoing community engagement, we consistently hear of your concern about the availability of health and wellbeing services, and about access to regional hospitals and specialist care. The Council has a role in building relationships and coordinating planning with local and national health sector participants. Building collaborative partnerships across the wider health and wellbeing system will ensure the views of our communities are heard, help align effort, reduce duplication, and give our district a stronger, shared voice with Health New Zealand | Te Whatu Ora and central government more broadly. Part of our advocacy role is to ensure the right services land in the right places, and support those most in need.



Where we want to be

Kāpiti is well placed to improve health access

The district is well placed to make progress. The Council has:

- **A clear role and levers.** Defined legislative responsibilities and strong convening, partnering and advocacy levers.
- **An engaged community and a strong evidence base.** We have a motivated community and providers, and good evidence of need to advocate from.
- **A supportive policy context.** The 'closer to home' direction, new health targets and the Rural Health Strategy create an opening for a strong local voice and a coordinated local plan.

The community wants an easy-to-access, well-connected and more integrated local health and wellbeing system with plenty of health professionals, urgent care options, and better access to hospital, specialist and mental health services. The aspiration is for our community to experience improved local access, availability and affordability of day-to-day health and wellbeing services that keep pace with growing need.

Spotlight – integrated and holistic service options

In 2025 the Kāpiti Health Advisory Group produced a compelling, evidence-based case for a fully integrated and innovative health and wellbeing service located at the Health New Zealand | Te Whatu Ora-owned Kāpiti Health Centre in Paraparaumu. Building on the hauora concept, the Centre would develop into an integrated facility providing primary and community care, 24/7 urgent care and secondary diagnostic, treatment and outpatient services. The expanded Centre would be supported by enhanced telehealth provision and a stronger transport link to regional hospitals.

The Council endorsed the proposal in 2025, is meeting regularly with Health New Zealand | Te Whatu Ora, and is regularly talking to local MPs to push for a phased expansion of services. The Council sees the opportunity for an expanded Centre to improve access to health services closer to home, and relieve pressure on regional hospitals in Wellington and Palmerston North. The proposal connects directly to focus areas 3, 4 and 5 on pages 15–17.



What a healthier Kāpiti will look like

Hospital and specialist services

More hospital, outpatient and diagnostic services delivered locally, and good transport options (including ambulance) for those who still need to travel.

Mental health and addiction

Improved access to mental health services, recognising rising demand and the groups most affected.

Primary and community care

More access to primary care with a wider variety of services, including through growing holistic and hauora-centred integrated facilities and options so people can get care and support closer to home.

Urgent and emergency care

Local 24/7 urgent care options (distinct from a hospital emergency department), with fewer barriers to access, supported by technology-based solutions and the ambulance diversion service.

Public health, prevention and equity

Strong prevention and wellbeing focus and the provision of healthy environments through Council's everyday activity, with services and facilities matched to need across life course, ethnicity and location.

How we get there

To achieve our aspirations, we need to focus our collective efforts around three elements:

- **Principles** – the ‘rules’ that will guide our actions and decisions.
- **Focus Areas** – the priorities where we will concentrate collective effort.
- **Partnerships** – working together with mana whenua, health providers, communities, and central and regional government.



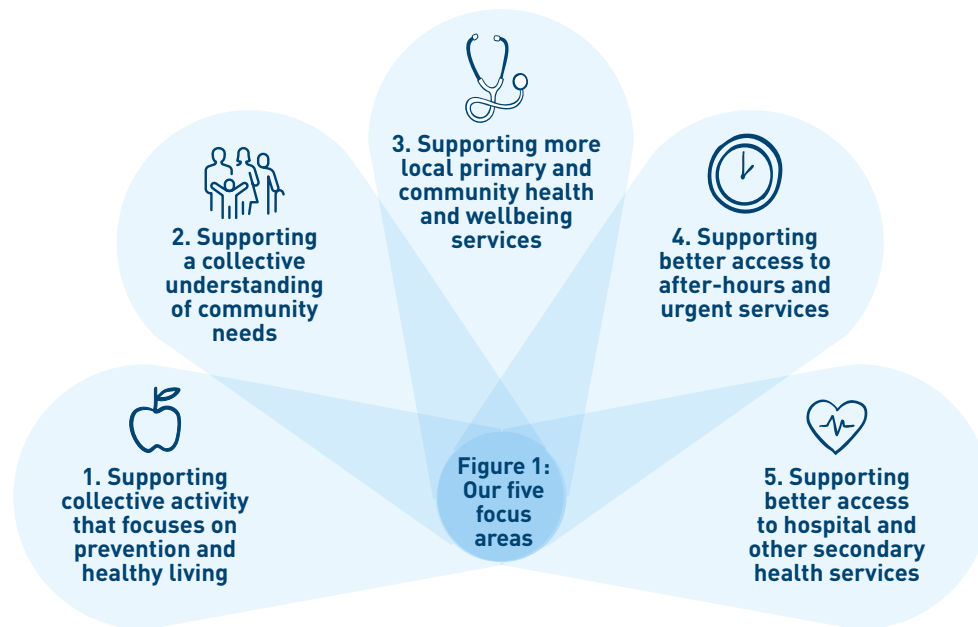
Principles

Principle to guide us	What it means...
Put equity first	... services develop in a way that is fair and affordable, with particular attention to those least well served, including Māori, Ōtaki, older and disabled people, young people.
Partner with mana whenua and reflect hauora	... the knowledge of mana whenua and a te ao Māori and a hauora view of wellbeing shape our approach.
Take collective action	... key partners work together based on their mandate, to plan and deliver in an aligned way, and the Council amplifies and supports the work of others.
Advocate where needed	... local voice informs and supports understanding of need and is championed with national and regional decision-makers.
Be evidence-led	... decisions are informed by robust local data, community insight and measurement of progress.
Take a connected, whole-of-system approach	... the local health system is coordinated and connected so collaboration and innovation can thrive.
Be fiscally responsible	... resources are used wisely and affordably, maintaining or improving service delivery in a planned and sequenced way.

Steps we are taking

Where we will focus collective effort

There are five focus areas where the Council and the wider system can make the most difference to local health and wellbeing outcomes.



The community's highest priorities – more local primary care, 24/7 urgent care, and better hospital access – are reflected in the weight given to focus areas 3 to 5.



Focus area 1:

Supporting collective activity that focuses on prevention and healthy living

Why will we do this?

Hauora-based and holistic health management with a strong focus on the social determinants of health and wellbeing, and public health services that are well managed to prevent health issues from arising.

What will Council do?

- Keep improving core infrastructure and services like water and transport services to help people stay healthy.
- Keep providing a range of facilities, such as open spaces, parks, playgrounds, cycleways and walkways, sports and recreational hubs, and healthy housing to support active and healthy living.
- Strengthen healthy-living awareness through regulatory signals and policies that promote wellbeing, such as reducing harm from vaping, alcohol and gambling.
- Through good planning, support the context people need to live healthy lives and attract and enable health and wellbeing providers and professionals to live and work within the district.

How will we measure success?

- Social Needs Assessment delivered and informing decisions and improving over time, supported by good planning.
- Existing public health related service levels are maintained or improved.
- Regulatory and policy settings are updated and maintained.



Focus area 2:

Supporting a collective understanding of community needs

Why will we do this?

Health and wellbeing system partners are working together to build a strong understanding of holistic community needs, to enable effective investment and advocacy.

What will Council do?

- Bring local health groups together regularly to identify service gaps, opportunities and barriers.
- Partner with PHOs, Health New Zealand | Te Whatu Ora, IMPBs and others to build and share an evidence base on needs.
- Draw on the Social Needs Assessment to understand unmet health and wellbeing needs.
- Continue to support the Kāpiti Health Advisory Group, Ōtaki Health and Wellbeing Advisory Group, Youth Council, and the Older Persons and Disability Advisory Groups to ensure a robust understanding of existing and emerging needs.
- Use information from ongoing community engagement, and information collected following any emergency management events, to continue to update our understanding of existing and emerging needs.

How will we measure success?

- Number and quality of data partnerships and links increase.
- Periodic community engagement enhances our understanding of health and wellbeing status and shows satisfaction improvements over time.
- Council-supported advisory groups produce insights that lead to action and advocacy.



Focus area 3:

Supporting more local primary and community health and wellbeing services

Why will we do this?

Support and advocacy efforts are focused on increasing local provision and availability of holistic and integrated services.

What will Council do?

- Through good planning and economic growth initiatives, promote Kāpiti as an attractive place for health professionals and providers to live and do business.
- Progress work with Health New Zealand | Te Whatu Ora on the expansion of the Kāpiti Health Centre and delivery of other services and centres to meet need.
- Work with local health partners to advocate for the services the community needs and wants prioritised.

How will we measure success?

- Number of health facilities, particularly holistic and integrated services and specialist practitioners increases.
- Satisfaction with local services for older, disabled people and Ōtaki residents increases.
- Satisfaction with mental health service access increases.



Focus area 4:

Supporting better access to after-hours and urgent services

Why will we do this?

Accessibility of after-hours and urgent care is increased.

What will Council do?

- Amplify the efforts of existing and new providers to increase local provision.
- Advocate with Health New Zealand | Te Whatu Ora and partners to provide better access to after-hours and urgent care, including use of the ambulance diversion service and Healthline.
- Support the efforts of partners and providers to increase access by growing awareness of technology-based solutions.

How will we measure success?

- Service coverage and access to local after-hours and urgent services improve.
- Access to after-hours and urgent care improves.
- Use of technology-based solutions increases.



Focus area 5:

Supporting better access to hospital and other secondary health services

Why will we do this?

More accessible and integrated hospital and secondary services that meet future need.

What will Council do?

- Work with partners to improve access to more non-acute, hospital, and secondary outpatient, testing and diagnostic services, including local options.
- Work with the Kāpiti Health Advisory Group to advocate with Health New Zealand | Te Whatu Ora for more secondary and tertiary services through the Kāpiti Health Centre.
- Advocate for improved accessibility of hospital services for older people, people with disabilities and young people, particularly transport accessibility (such as ambulance and health-shuttle services), and technology-based solutions.

How will we measure success?

- Service coverage and access of secondary and tertiary health services increase.
- Satisfaction with accessibility of hospital services increases.



How we will measure and report on progress

To track progress, the Council will measure and report on the shifts and outcomes set out in the five focus areas above, drawing on the regular monitoring and reporting on public health and regulatory responsibilities (where relevant), the Social Needs Assessment, improved local data partnerships, and periodic community engagement.

Who we will work with

The best outcomes happen when we work together. Households, iwi, providers, NGOs, community groups and regional and central government all have roles in creating a healthier Kāpiti. A great deal is already under way, from Hora Te Pai's low-cost primary care services, Kāpiti Youth Support's wrap-around youth services, Wellington Free Ambulance's extended-care paramedic and diversion models, Mobile Health's surgical and imaging units, and Mary Potter Hospice's palliative care. We are committed to amplifying this valuable work.

There is strong common ground across IMPBs, PHOs and Health New Zealand | Te Whatu Ora in terms of our priority areas of focus. This shared high-level direction means the Council's advocacy pushes with the grain of the wider system rather than against it.

Our partners agree to prioritising:

- Understanding and communicating community need, supported by trusted local data.
- Convening within a connected local health system so collaboration and innovation can thrive.
- Working together to access funding and investment, and to attract local services.
- Supporting innovation, including technology-based and transport solutions for access.

How we'll strengthen partnerships together

- **Regular communication** – maintaining regular contact with partners through meetings, workshops and check-ins.
- **Shared decision-making** – involving partners, especially iwi, in planning and decisions.
- **Resource and data sharing** – sharing information, expertise and sometimes funding towards collective goals.
- **Celebrating success** – recognising partners' work and sharing success stories to inspire action.

Key partnerships

Iwi partners and Iwi-Māori Partnership Boards

The voices and experiences of tangata whenua, and traditional knowledge, kaitiakitanga and partnership are essential to a holistic, integrated and equitable approach to health and wellbeing.

Kāpiti Health Advisory Group

Council's health advisory group is a volunteer group that provides expert knowledge, evidence, networks, and advocacy.

Health care and public health providers

PHOs (Tū Ora Compass Health, THINK Hauora), medical centres and Hora Te Pai, community and public health units, and the National Public Health Service deliver the prevention, early intervention and treatment most people rely on.

Health New Zealand | Te Whatu Ora and hospital/secondary services

The national entity and hospital services with which the Council partners and advocates on access and local health plans.

Community groups, NGOs and local services

Kāpiti Youth Support, Wellington Free Ambulance, Mobile Health, Mary Potter Hospice and others drive grassroots delivery, advocate on local concerns, and help communicate information.

Regional and central government

Coordinate effort, fund and commission services, and set the policy settings within which local action happens.

Residents, businesses, investors and developers

Every person and business has a role; investment and development settings can attract or hinder local health services.

Glossary

- **Allied health providers:** Health professionals other than doctors, nurses and dentists – for example physiotherapists, pharmacists and counsellors – who support diagnosis, treatment and rehabilitation.
- **Community care:** Health and support services delivered in the community rather than in hospital, often to help people remain well and independent at home.
- **Deprivation deciles:** A measure of socio-economic deprivation that ranks small areas from 1 (least deprived) to 10 (most deprived).
- **Government Policy Statement (GPS) on Health:** The Government's statement of its three-year priorities and expectations for the health system, and how success will be measured.
- **Hauora:** A Māori philosophy of health and wellbeing that is holistic, encompassing physical, mental, spiritual and family dimensions.
- **Health system:** The connected mix of local and national organisations – providers, the Council, iwi, NGOs, public health units and government – that together shape health and wellbeing.
- **Iwi-Māori Partnership Boards:** Bodies established under the Pae Ora Act to represent Māori perspectives and partner in the planning of health services.
- **Pae Ora (Healthy Futures) Act 2022:** The legislation that reformed New Zealand's health system, providing for localities and local health plans.
- **Primary care:** First-contact health services such as general practice, that provide prevention, early intervention and ongoing care.
- **Primary Health Organisation (PHO):** An organisation that funds and supports general practices and primary care within a defined population (e.g. Tū Ora Compass Health, THINK Hauora).
- **Public health and prevention:** Activities that prevent illness, protect population health and promote wellbeing, including through healthy environments.
- **Rural Health Strategy / 'Rural 1':** The national strategy for rural health; 'Rural 1' is a classification placing a community firmly within its scope. Parts of our district have been classified 'Rural 1' under this strategy.
- **Secondary / tertiary care:** More specialised services, usually accessed by referral – secondary care (e.g. general hospital services) and tertiary care (highly specialised services).
- **Social determinants of health:** The non-medical factors – such as housing, income, education and environment – that influence health outcomes.
- **Te Ao Māori:** The Māori worldview, encompassing a holistic understanding of the interconnectedness of people and the environment.
- **Te Whare Tapa Whā:** The model, Te Whare Tapa Whā, is founded on a holistic approach to wellbeing. It uses the symbol of the wharenui to demonstrate the importance of physical, spiritual, mental and emotional, family and social, and the land, to overall health and wellbeing. If one wall or the roof is damaged, it will impact a person's overall health and wellbeing. This holistic view shapes how the Council approaches its role.
- **Urgent care vs emergency care:** Urgent care treats less severe but time-sensitive needs; emergency care (an emergency department) treats life-threatening conditions with a wider range of specialists.
- **Very Low-Cost Access (VLCA):** A funding arrangement enabling a practice (such as Hora Te Pai) to provide low-cost care to a high-needs enrolled population.

Appendix 1 – Council public health-related activity

Our legislation

Legislation	Role
Local Government Act 2002	Promoting social, economic, environmental and cultural wellbeing; power to make bylaws to protect, promote and maintain public health and safety.
Health Act 1956	Sanitary works; waste disposal, water and sewage; public toilets and related facilities; pools; cemeteries and crematoria; refuse and offensive matter; healthy housing regulation; and disinfecting/cleansing premises where directed.
Pae Ora Act 2022	Locality planning.
Local Government (Water Services) Act 2025	Drinking-water supplier responsibilities to national standard; sanitary wastewater and stormwater services of good quality.
Building Act 2004	Public safety in relation to building consents and inspections, including dangerous or unsanitary buildings.
Food Act 2014	Regulatory activities relating to food safety.
Burial and Cremation Act 1964	Burial services and maintenance of cemeteries.
Litter Act 1979 & Waste Minimisation Act 2008	Litter control including grants, schemes and campaigns.
Hazardous Substances and New Organisms Act 1996	Regulatory and enforcement activity relating to hazardous substances.
Sale and Supply of Alcohol Act 2012	Local Alcohol Policy; appointment of district licensing committees and licensing inspectors.
Gambling Act 2003	Local policy on class 4 gambling venues.

Our activity

Activity area	Activity focus
Water, waste management & regulatory services	Manage drinking water, wastewater and stormwater; manage and minimise waste and ensure continued protection from hazards.
Open spaces	Provide and maintain open spaces; support active lives and connection.
Connected communities	Support community connection, especially for youth and older people; support social interaction.
Environment / Climate & Resilience	Environmental protection; climate mitigation and adaptation; resilience and recovery planning; supporting environmental and human health and wellbeing in recovery.
Transport	Ensure transport enables access to health services; support active transport; enable access to services within and outside the district; promote healthy lifestyles.
Economic development / income & employment	Support fulfilling employment and good incomes; enable wellbeing and the ability to make healthy choices.
Growth	Support good growth and planning for future health-service needs; ensure adequate provision over time.
Housing	Ensure a range of affordable, good-quality housing that provides healthy environments and wellbeing.
Healthy activities	Education and promotion of healthy lifestyles in homes and schools with the National Public Health Service; alcohol, gambling and smoke/vape-free policies and bylaws; and supporting children's wellbeing, including in relation to vaping and healthy food.

Appendix 2 – Alignment with strategies and plans

This strategy sits within a broader national and regional health system.

- **Government Policy Statement (GPS) on Health 2024–27** – the Government’s three-year priorities for the health system are: access, timeliness, quality, workforce and infrastructure. The Government’s goal of providing care closer to home aligns closely with our strategy. health.govt.nz/publications/government-policy-statement-on-health-2024-2027
- **The national health and mental-health targets** – the Government’s targets include faster cancer treatment, shorter emergency-department stays, shorter waits for first specialist assessment and treatment, and faster access to mental health and addiction services. Stronger local provision can help achieve these at a district level. A new national primary-care access target took effect from 1 July 2026, and Budget 2025 funded the expansion of urgent and after-hours care, primary care, and mental-health telehealth. health.govt.nz/monitoring-statistics/system-monitoring/health-targets#toc-0-1
- **Ministry of Health Rural Health Strategy** – parts of our district have been classified ‘Rural 1’ under this strategy. The Rural Health Strategy’s priorities of providing services closer to home and supporting rural communities to access services at a distance align with our district’s situation. health.govt.nz/strategies-initiatives/health-strategies/rural-health-strategy
- **Health New Zealand | Te Whatu Ora** – is responsible for planning, commissioning and delivering services and the Council’s key partner and advocacy target. The Council is working closely with Health New Zealand | Te Whatu Ora to advocate for more and better local health services, as it develops a Clinical Services Delivery Plan for the Wellington region. healthnz.govt.nz
- **Local health ecosystem** – the Primary Health Organisations (PHOs) Tū Ora Compass Health and THINK Hauora, with the Iwi-Māori Partnership Boards (IMPBs) (Ātiawa Toa Hauora and Te Pae Oranga o Ruahine o Tararua), and other local health and wellbeing experts and providers working together to expand access to services across the district. tuora.org.nz
thinkhauora.nz
atiawatoaimpb.nz
tepaeoranga.org.nz

