

**Absolutely Positively**  
**Wellington City Council**

Me Heke Ki Pōneke

# Ordinary Meeting of Kōrau Mātinitini | Social, Cultural, and Economic Committee

## Rārangi Take | Agenda

9:30 am Rāpare, 6 Poutūterangi 2025

9:30 am Thursday, 6 March 2025

Ngake (16.09), Level 16, Tahiwī

113 The Terrace

Pōneke | Wellington



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## **MEMBERSHIP**

Mayor Whanau  
Deputy Mayor Foon  
Councillor Abdurahman (Deputy Chair)  
Councillor Apanowicz  
Councillor Brown  
Councillor Calvert  
Councillor Chung  
Councillor Free  
Pouiwi Hohaia  
Pouiwi Kelly  
Councillor Matthews  
Councillor McNulty  
Councillor O'Neill (Chair)  
Councillor Pannett  
Councillor Randle  
Councillor Rogers  
Councillor Wi Neera  
Councillor Young

### **Have your say!**

*You can make a short presentation to the Councillors, Committee members, Subcommittee members or Community Board members at this meeting. Please let us know by noon the working day before the meeting. You can do this either by phoning 04-499-4444, emailing [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz), or writing to Democracy Services, Wellington City Council, PO Box 2199, Wellington, giving your name, phone number, and the issue you would like to talk about. All Council and committee meetings are livestreamed on our YouTube page. This includes any public participation at the meeting.*

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# AREA OF FOCUS

The Kōrau Mātinitini | Social, Cultural, and Economic Committee has responsibility for:

- 1) Māori strategic outcomes
- 2) Arts, culture, and community services
- 3) Wellington City social housing
- 4) Council's city events
- 5) Parking services
- 6) Parks, sport and recreation
- 7) Community resilience
- 8) Economic development.

To read the full delegations of this committee, please visit [wellington.govt.nz/meetings](https://wellington.govt.nz/meetings).

**Quorum:** 9 members



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# 1. Meeting Conduct

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## 1.1 Karakia

The Chairperson will open the hui with a karakia.

<b>Whakataka te hau ki te uru, Whakataka te hau ki te tonga. Kia mākinakina ki uta, Kia mātaratara ki tai. E hī ake ana te atākura. He tio, he huka, he hauhū. Tihei Mauri Ora!</b>	Cease oh winds of the west and of the south Let the bracing breezes flow, over the land and the sea. Let the red-tipped dawn come with a sharpened edge, a touch of frost, a promise of a glorious day
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At the appropriate time, the following karakia will be read to close the hui.

<b>Unuhia, unuhia, unuhia ki te uru tapu nui Kia wātea, kia māmā, te ngākau, te tinana, te wairua I te ara takatū Koia rā e Rongo, whakairia ake ki runga Kia wātea, kia wātea Āe rā, kua wātea!</b>	Draw on, draw on Draw on the supreme sacredness To clear, to free the heart, the body and the spirit of mankind Oh Rongo, above (symbol of peace) Let this all be done in unity
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## 1.2 Apologies

The Chairperson invites notice from members of apologies, including apologies for lateness and early departure from the hui, where leave of absence has not previously been granted.

## 1.3 Conflict of Interest Declarations

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

## 1.4 Confirmation of Minutes

The minutes of the meeting held on 28 November 2024 will be put to the Kōrau Mātinitini | Social, Cultural, and Economic Committee for confirmation.

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## **1.5 Items not on the Agenda**

The Chairperson will give notice of items not on the agenda as follows.

***Matters Requiring Urgent Attention as Determined by Resolution of the Kōrau Mātinitini | Social, Cultural, and Economic Committee.***

The Chairperson shall state to the hui:

1. The reason why the item is not on the agenda; and
2. The reason why discussion of the item cannot be delayed until a subsequent hui.

The item may be allowed onto the agenda by resolution of the Kōrau Mātinitini | Social, Cultural, and Economic Committee.

***Minor Matters relating to the General Business of the Kōrau Mātinitini | Social, Cultural, and Economic Committee.***

The Chairperson shall state to the hui that the item will be discussed, but no resolution, decision, or recommendation may be made in respect of the item except to refer it to a subsequent hui of the Kōrau Mātinitini | Social, Cultural, and Economic Committee for further discussion.

## **1.6 Public Participation**

A maximum of 60 minutes is set aside for public participation at the commencement of any hui of the Council or committee that is open to the public. Under Standing Order 31.2 a written, oral, or electronic application to address the hui setting forth the subject, is required to be lodged with the Chief Executive by 12.00 noon of the working day prior to the hui concerned, and subsequently approved by the Chairperson.

Requests for public participation can be sent by email to [public.participation@wcc.govt.nz](mailto:public.participation@wcc.govt.nz), by post to Democracy Services, Wellington City Council, PO Box 2199, Wellington, or by phone at 04 499 4444 and asking to speak to Democracy Services.



## 2. General Business

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# CITY SAFETY AND WELLBEING PLAN

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### Kōrero taunaki | Summary of considerations

#### Pūtake | Purpose

1. This paper seeks the Committee's approval of the City Safety and Wellbeing plan, as directed by the 2024-34 Long-term Plan.

#### Hāngai ki te rautaki | Strategic alignment

2. The most relevant community outcomes, strategic approaches, and priorities for this paper include social wellbeing including the Social Wellbeing Framework, cultural wellbeing, economic wellbeing, value for money and effective delivery, integrating te ao Māori, making our city accessible and inclusive for all, and engaging our community.

#### Ngā whakataunga whaitake ō mua | Relevant previous decisions

3. Previous decisions relevant to this paper include:
  - In June 2024, the Long-term Plan, Finance and Performance Committee adopted the 2024-34 Long-term Plan, which noted Council would develop a city safety plan.

#### Te tāpua | Significance

4. The decision is rated **rated medium significance** in accordance with schedule 1 of the Council's Significance and Engagement Policy.

#### Whakaaro ahumoni | Financial considerations

Nil       Budgetary provision in Annual Plan / Long-term Plan       Unbudgeted \$X

#### Tūraru | Risk

Low       Medium       High       Extreme

Authors	Sehai Orgad, Chief of Staff David Ensor, Connected Communities Manager
Kaiwhakamana   Authoriser	James Roberts, Chief Operating Officer

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## **Taunakitanga | Officers' Recommendations**

Officers recommend the following motion:

That the Kōrau Mātinitini | Social, Cultural, and Economic Committee:

1. Receive the information.
2. Note that a City Safety and Wellbeing Plan has been developed in conjunction with strategic partners, including the Mayor's City Safety Leadership Group.
3. Note that actions from the Housing Action Plan that address homelessness will be considered by and reported through the City Safety and Wellbeing Plan to the appropriate Committee.
4. Note that subsequent papers will be presented to the next two Pītau Pūmanawa | Grants Subcommittee meetings to request funding to support initiatives within this plan via the Social and Recreation fund.
5. Approve the City Safety and Wellbeing Plan as outlined in this paper.
6. Note that Officers will provide six-monthly updates to the Kōrau Mātinitini | Social, Cultural, and Economic Committee on the implementation of the City Safety and Wellbeing Plan, including further recommendations for action based on reporting insights.

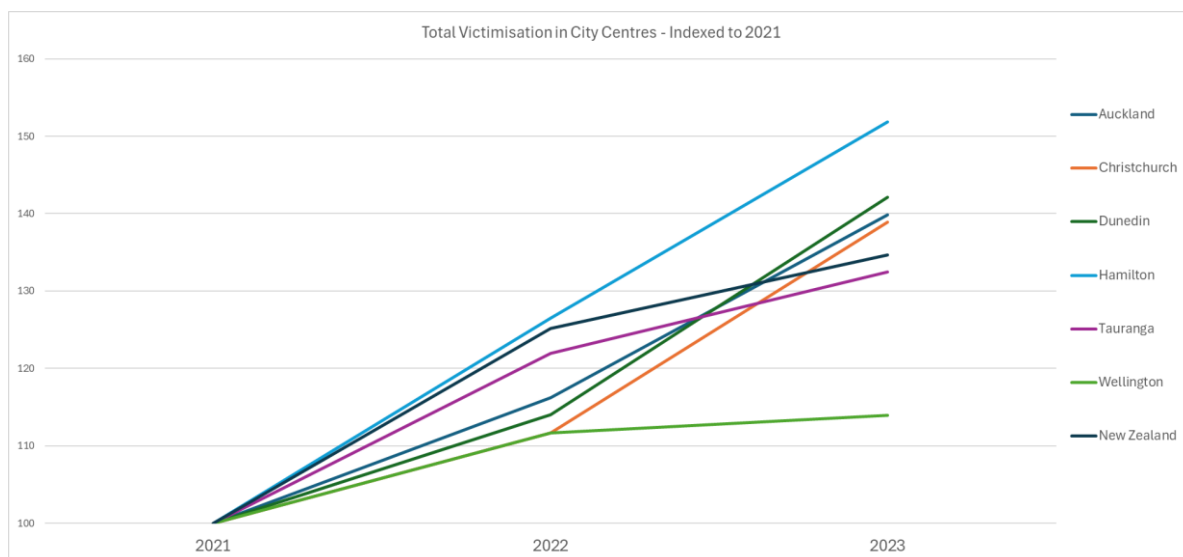
## **Whakarāpopoto | Executive Summary**

7. The 2024-34 Long-term Plan noted that Council, working with relevant agencies, would develop a City Safety plan, including key measures to reduce crime and improve safety in Wellington, with a focus on the central city. This included an increase in social grants funding for initiatives by \$500,000 per annum.
8. The City Safety and Wellbeing Plan (the Plan) builds on foundations set by the Pōneke Promise, a three-year programme of work committed to making the city a safer, more vibrant, place for everyone.
9. The Plan provides a coordinated and long-term approach to improving safety in the central city. It outlines targeted interventions, strengthened partnerships, and regulatory measures to address crime, anti-social behaviour, and public perceptions of safety while ensuring a compassionate response to homelessness.
10. The Plan is based around five key pillars - each pillar has an objective and underpinning actions, which will be delivered working with key partners.
11. The Plan is informed by evidence and research and draws on both the successes and the lessons from Pōneke Promise and other city safety initiatives, both within New Zealand and internationally.
12. Components of the Plan are already operationalised using existing budgets. Further components are proposed to be funded via the uplift in social grants funding. These will be presented to the Pītau Pūmanawa | Grants Subcommittee in separate papers.

## Takenga mai | Background

13. Concerns regarding safety have grown in recent years. Between 2019 and 2021, public perceptions of safety in Wellington’s central business district (CBD) experienced a significant decline, affecting business confidence and the Council’s reputation.
14. Wellington City Council launched the Pōneke Promise in 2021 and \$7.2m was funded in the 2021 Long-term Plan for this programme of work.
15. Initiatives within the programme included:
  - Improving public space so these were welcoming, well maintained and designed with safety in mind, particularly around Te Aro Park;
  - Investing in initiatives focused on reducing harm and sexual violence;
  - Working with businesses to ensure they had the tools and support to feel safe.
16. The programme developed strong relationships between the Council and key strategic partners for city safety, including the Police, Wellington City Mission and DCM. At the time, the Council also worked with the Chamber of Commerce, the Ministry of Social Development, Hospitality NZ, Taranaki Whānui, and First Retail.
17. Over the past three years, this programme of work has delivered visible demonstrations of public safety initiatives; but its funding was time-bound and ongoing work is still needed.
18. Notably, the 2024 Resident’s Monitoring Survey shows that compared to 2019, daytime safety perceptions have dropped by 12% and nighttime perceptions by 33%. Further, improving city safety at night was consistently ranked highly by the community as a priority in consultation for the 2024-34 Long-term Plan.
19. The below graph shows publicly available Police victimisation data, which underscores these findings and shows a 30.4% increase in harm across Wellington City from 2019 to 2023.

Figure 1: Police Victimisation Data



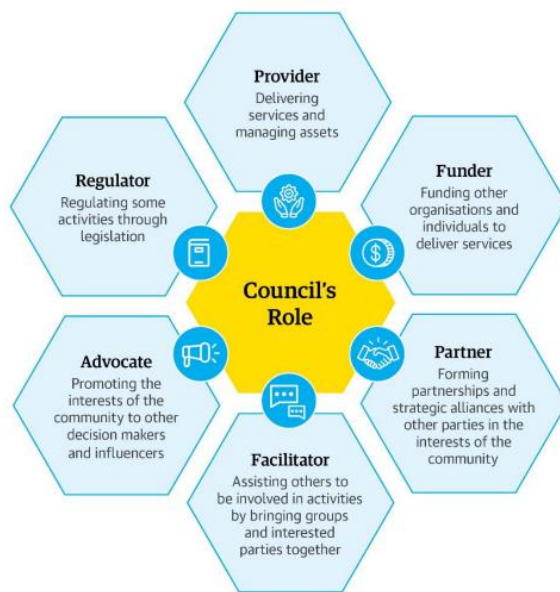
20. Victimization data (the number of individuals impacted by an offense), provides valuable insight into the broader effects of crime on safety. While Wellington City has faced increasing victimisation rates, the rise has been slower compared to other major cities nationwide, underscoring that Wellington is ahead of others in managing these challenges proactively.

21. Factors contributing to declining negative perceptions of safety in the 2024 Residents' Monitoring Survey were:
  - Drug and alcohol-related harm
  - Rough sleeping and visible homelessness
  - Anti-social behaviour
  - Aggressive begging
  - Urban design issues
  - Retail crime
  - Street harassment
  - Graffiti
22. Concerns from young women regarding sexual violence in the city's party precinct also remains an issue. A 2021 survey by students at Victoria University of Wellington highlighted that 82% of respondents felt unsafe at night, with 60.4% reporting frequent harassment, ranging from every weekend to one to two times a month. Similarly, a 2024 report by Salient, Te Herenga Waka Victoria University of Wellington's student magazine, revealed that over 75% of student respondents felt unsafe in at least one nightclub, largely due to experiences of harassment, groping, and assault. These safety concerns are highly gendered, with young women and gender minorities disproportionately affected.
23. Addressing these issues requires a well-coordinated and compassionate approach, while also managing aggressive and anti-social behaviour. This underscores the need for an enduring, integrated long-term strategy for city safety.

### **Kōrerorero | Discussion**

24. The City Safety and Wellbeing Plan will build on the foundation of the Pōneke Promise and aims to establish an integrated, long-term strategy for enhancing safety in Wellington's central city.
25. Wellington City Council can play a number of roles in achieving outcomes for the city (refer Figure 1 below). We have considered each of these roles in setting a holistic approach to city safety.

#### Figure 2: Council roles



26. As a provider, the council directly delivers essential services, including operating an extensive CCTV network connected with Police and emergency services. The council also provides on-the-ground support and engagement in the community through the wider City Safety Team. As a funder, the council supports external organisations, extending its reach and ensuring that resources go towards impactful programs like harm reduction, community social work, and homelessness prevention.
27. Through partnerships and facilitation, the council brings together agencies, community groups, and local businesses to work towards shared goals for safety and well-being. In its role as an advocate, the council represents the community's needs to decision-makers, encouraging the development of policies, funding, and legislation that support important initiatives. Finally, as a regulator, the council enforces standards and laws that keep the public safe, ensuring that everyone follows rules that promote a secure environment.
28. While Council does not have direct authority over all aspects of city safety, it can take decisive action in areas within its control and influence broader systems and services through advocacy and collaboration; this is where the plan is focused.
29. Levers within Council's control include:
  - City Safety Services and Interventions: We deploy and strengthen targeted interventions, such as Urban Liaison Officers, CCTV monitoring, and community patrol partnerships, to enhance safety in key areas.
  - Public Space Management: We manage public spaces to ensure they are welcoming, safe, and well-maintained, working proactively to address issues such as street activity, lighting, and environmental design.
  - Regulation and Enforcement: We apply bylaws and enforcement measures, such as public space regulations and compliance monitoring, to maintain order and support community safety. We focus on ensuring individuals have appropriate support services before enforcement measures are taken.
  - Investment in Local Initiatives: We direct funding towards local safety initiatives, outreach services, and prevention programs that reduce harm and improve well-being.

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30. Levers outside of Council's control but within its sphere of influence include:
- **Partnerships with Police and Emergency Services:** While we do not control Police operations or resource allocation, we collaborate closely to support their work and advocate for a strong safety presence in the city. For instances of aggressive, anti-social, obstructive, or unsafe behaviour, we collaborate closely with the Police to ensure community safety.
  - **Advocacy for Systemic Change:** Through our work and the advice we provide to elected members, this plan strengthens the ability to advocate effectively to central government for improvements in areas such as mental health services, addiction support, and housing accessibility. By equipping elected members with clear evidence, insights, and strategic priorities, we ensure that advocacy efforts are well-informed and aligned with the needs of our city.
  - **Coordinated Support for Vulnerable Communities:** Through partnerships with service providers, we help connect people experiencing homelessness or distress with the support they need, ensuring that interventions are compassionate and effective.

### **Integrating Our Response to Homelessness**

31. By clearly distinguishing between homelessness and anti-social behaviour, we ensure that public safety initiatives do not inadvertently stigmatise those experiencing homelessness.
32. Our streets are for everyone. While ensuring public spaces are safe, clean, and accessible, we also recognise that homelessness is a housing and social issue—not a safety issue. The Council is committed to a compassionate, housing-led approach that prioritises connecting vulnerable individuals with appropriate support services rather than punitive enforcement measures.
33. Through the City Safety and Wellbeing Team, we monitor public spaces, engage with local businesses and building owners, and facilitate access to housing and social services for those in need.
34. While we cannot directly prevent homelessness or its systemic drivers, for example, intergenerational trauma, mental health challenges, and economic hardship, we can play a role advocating for solutions, funding and supporting preventative services, and ensuring effective coordination between social agencies, housing providers, and community organisations.
35. The City Safety and Wellbeing Plan builds upon a strong foundation of ongoing Council efforts through the now-completed Te Mahana Homelessness Strategy and the active Homelessness Action Plan. Investments in targeted safety interventions, including CCTV modernisation, urban design improvements, and community patrols, are already contributing to a more welcoming city environment. Partnerships with Wellington City Mission, mana whenua, and regional homelessness networks reinforce our collaborative, proactive approach.

### **Key Pillars of the City Safety and Wellbeing Plan**

36. We have organised the City Safety and Wellbeing Plan around five pillars.
37. **Pillar 1 – Enhancing City Safety** expands on the successful initiatives established by the Pōneke Promise, which laid the foundation for a more coordinated, community-focused approach to city safety in the CBD.
38. **Pillar 2 – Strengthening our Community’s Approach to Homelessness** - Under this pillar, we demonstrate a commitment to addressing homelessness as a distinct but interconnected issue, ensuring that vulnerable individuals have access to pathways toward stability, housing, and well-being.
39. **Pillar 3 – Supporting a Safe Night Life** recognises that nighttime safety is essential for a city to thrive at night, and draws on collaborations with cities in Australia to understand how a nighttime economy model can be tailored to Wellington’s needs.
40. **Pillar 4 – Moving Forward in an Integrated and Enduring Way** emphasises Wellington City Council’s role as the central coordinator and driver within the city safety ecosystem, ensuring that all initiatives are cohesive, outcome-focused and adaptable to emerging challenges.
41. **Pillar 5 – Our Regulatory Framework** refers to the regulatory role that underpins our actions and in doing so, ensures that we can balance regulatory measures with community needs, fostering safer public spaces and supporting the city’s social and economic wellbeing.

**The City Safety and Wellbeing Plan at-a-glance**

<p><b>Pillar 1: Enhancing City Safety</b> <b>Objective:</b> Deploy targeted interventions to address specific factors contributing to negative perceptions and experiences of safety</p>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• 1.1 Centralising and re-designing our CCTV network.</li> <li>• 1.2 Empowering and Investing in our community patrols</li> <li>• 1.3 Pilot ‘safety spots’ where people can access help 24/7 support and assistance if feeling unsafe.</li> <li>• 1.4 Establish and set up an Urban Liaison Team</li> <li>• 1.5 Supporting community-led safety initiatives</li> </ul>	<p><b>Delivery Partners:</b></p> <ul style="list-style-type: none"> <li>• Community patrols</li> <li>• Māori Wardens</li> <li>• Pacifica Patrols</li> <li>• Ethnic Patrols</li> <li>• Police and Emergency services</li> <li>• Eyes On</li> </ul>
<p><b>Pillar 2: Strengthening our Community’s Strategic Response to homelessness.</b> <b>Objectives:</b> Continue to deliver against the Homelessness Actions within the Housing Strategy and incorporate these into this plan. Deliver tailored interventions for Wellington’s most vulnerable communities by developing support pathways, expanding outreach, and utilising evidence-driven advocacy.</p>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• 2.1 Facilitation of bespoke solutions for the ‘Cohort of 30’ in the CBD to identify and facilitate effective support and housing. Identify each individual’s unique needs and coordinate targeted support to provide a suite of services that work together.</li> <li>• 2.2 Strengthen outreach and expand support services and networks</li> <li>• 2.3 Data Driven Advocacy - Collate and analyse evidence and real time data to help advise the Mayor and Council on any advocacy requirements such as the provision for mental health services, facilities, and support.</li> </ul>	<p><b>Delivery Partners:</b></p> <ul style="list-style-type: none"> <li>• DCM</li> <li>• Wellington City Mission</li> <li>• He Herenga Kura</li> </ul>
<p><b>Pillar 3: Supporting a safe night out</b> <b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Use the Sexual Violence Prevention Action Plan and roadmap to inform targeted interventions and action.</li> <li>• Enhance the visibility of safety initiatives in key hospitality and entertainment venues during night hours to support the Economic Wellbeing Strategy</li> </ul>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• 3.1 Develop and deploy C.A.R.E. (Coordinated Assistance and Response for Everyone) Officer</li> <li>• 3.2 Event Response Plan: Coordinated with CCTV, Police, and the Urban Liaison Team to deter anti-social behaviour and enhance perceptions of safety around key venues like the St James, Opera House, Michael Fowler Centre, and Embassy Theatre</li> <li>• 3.3 Lighting Projects to Improve Safety in the CBD</li> <li>• 3.4 Expansion of Drug checking,</li> </ul>	<p><b>Delivery Partners:</b></p> <ul style="list-style-type: none"> <li>• Hospitality NZ</li> <li>• Pōneke party Guardians</li> <li>• Take Ten</li> <li>• Police</li> <li>• Community patrols</li> <li>• Know Your Stuff NZ Wellington Needle Exchange</li> <li>• NZ Drug Foundation</li> </ul>



	<p>education, and promotion of services</p> <ul style="list-style-type: none"> <li>• 3.5 Sexual Violence Prevention Training for hospitality staff</li> </ul>	
<p><b>Pillar 4:</b> Moving Forward in an Integrated and Enduring Way</p> <p><b>Objective:</b> Shape the way we work to enhance safety by effectively coordinating our projects and maintaining programme management oversight</p>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• 4.1 Integrated internal and external coordination, communication, and clear governance structure including the Mayors Safety Advisory Group</li> <li>• 4.2 Establish a Safety Hub to support coordination, communication and partnered prevention initiatives that will accommodate external partners such as Māori Wardens, community patrols and Police Beat team</li> </ul>	<p><b>Delivery Partners</b></p> <ul style="list-style-type: none"> <li>• Mayors Advisory Group</li> <li>• BU's across WCC</li> <li>• Police</li> <li>• Community patrols</li> <li>• Māori Wardens</li> <li>• Emergency services</li> </ul>
<p><b>Pillar 5:</b> Our Regulatory Framework</p> <p><b>Objective:</b> To strengthen and adapt Wellington's regulatory framework in support of a safe and vibrant city by advancing responsible alcohol management through the development of a Local Alcohol Policy and ensuring the Public Places Bylaw 2022 remains effective and relevant. This pillar seeks to balance regulatory measures with community needs, fostering safer public spaces and supporting the city's social and economic well-being</p>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>• 5.1 Developing the Local Alcohol Policy</li> <li>• 5.2 Using our regulatory powers to minimise pre and side loading.</li> <li>• 5.3 Ensure that the use of our Public Places Bylaw 2022 is effective and fit-for-purpose.</li> </ul>	<p><b>Delivery Partners</b> BU's across WCC:</p> <ul style="list-style-type: none"> <li>• Policy and Research</li> <li>• Legal</li> <li>• City Consenting &amp; Compliance-Public Health</li> <li>• Hospitality NZ</li> </ul>

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**Pillar 1: Enhancing our systems to improve city safety**

**1.1 Strengthening and re-designing our City Safety CCTV Network**

42. A modern, integrated CCTV network is a fundamental tool in Wellington’s city safety strategy. Currently, the network has evolved in a fragmented manner, with multiple business units and Council-Controlled Organisations (CCOs) managing cameras under separate contracts. To address this, we are undertaking a strategic redesign to establish a centrally coordinated CCTV system that improves citywide monitoring, enhances safety outcomes, and supports a more cohesive approach to incident response.
43. This initiative aligns with our commitment to a proactive, intelligence-led approach to city safety. The redesign will strengthen real-time monitoring capabilities, support frontline teams, and improve coordination with Police and emergency services. We have paused new CCTV contracts to enable expert advice on best practices for commissioning, installation, and operation. This work will ensure the network is scalable, cost-effective, and integrates with future smart city technologies.
44. A core priority is maintaining strong safeguards to uphold public trust. The redesigned system will comply with the Privacy Act 2020, ensuring clear access controls, responsible data retention, and transparency in its use.

**1.2 Empowering and investing in our Community Patrols and Māori Wardens**

45. A core component of our safety strategy is increased investment in community patrols, including Māori Wardens, Pasifika Patrols, and Ethnic Patrols. Evidence from similar programs shows that well-supported patrols significantly enhance public safety through:
  - **Visible Deterrence:** Community patrols maintain a strong presence in high-priority areas, discouraging anti-social behaviour and petty crime. This visibility improves public confidence and perceptions of safety.
  - **Community Connection:** As trusted members of their communities, patrols foster relationships that encourage people to report issues and seek help, helping to de-escalate potentially volatile situations.
  - **Collaboration with Police and Emergency Services:** Integrated with city safety systems—including CCTV and the Urban Liaison Team—patrols provide real-time intelligence, improving response times and resource allocation.
46. A structured investment package will strengthen the role of community patrols, ensuring they are well-equipped, trained, and strategically deployed to enhance city safety. This includes training in de-escalation, emergency response, and best-practice safety approaches, delivered in collaboration with Police.
47. To support effective operations, patrol teams will be provided with secure communication systems, digital reporting tools, and essential safety equipment. Dedicated funding will ensure sustainability, covering volunteer support, uniforms, transport, and administration.
48. Patrols will be strategically rostered to maximise visibility during peak hours, with a central Safety Hub on Manners Street serving as a base for coordination.

### **1.3 Pilot – Safety Spots**

49. Dedicated safety zones, or Safety Spots, will be established in high-traffic entertainment (e.g., Courtenay Place, Manners Street, and upper Cuba Street) areas to provide immediate, visible support for individuals who may feel vulnerable or require assistance. Drawing on best practices from university emergency call points and smart safety infrastructure, these locations will serve as clearly marked points of reassurance, featuring CCTV monitoring and an intercom system that enables real-time communication with safety operators.
50. Research on blue light emergency call boxes has shown that while their symbolic presence can enhance perceptions of safety, their effectiveness is improved when they are placed strategically in high-need areas and integrated with real-time response systems. The introduction of Safety Spots builds on this concept, ensuring that these zones are not only visible but connected to an active safety network, enabling rapid intervention when needed.
51. Lessons from smart emergency call points further highlight the importance of real-time audio-visual communication, allowing safety personnel to assess situations remotely and coordinate an appropriate response. Additionally, studies have shown that having designated safety zones encourages people to report low-level concerns before they escalate, strengthening overall safety outcomes.
52. By incorporating a hybrid model of physical infrastructure and digital connectivity, Safety Spots will provide a cost-effective, scalable solution that enhances safety in the night-time economy. These locations will be aligned with existing CCTV coverage, positioned in key areas of concern, and linked to the wider safety network, including Urban Liaison Officers, Police Beat teams, and hospitality partners.
53. Each Safety Spot will be well lit and branded to ensure it is visible and equipped with CCTV cameras to provide comprehensive surveillance, with live footage directly accessible to operators at the Council's central monitoring base. This real-time monitoring capability not only strengthens the city's safety response but also acts as a visible deterrent to anti-social behaviour. Signage at each site will clearly indicate that the area is under surveillance, reinforcing public confidence while discouraging unlawful activity. An intercom system will allow individuals to communicate directly with trained safety operators.

### **1.4 Establish and set up the Urban Liaison Team**

54. The Urban Liaison Team has been created as a key initiative of the City Safety Plan. Formerly the Hāpai Ake team, which primarily operated as a visible presence responding to city safety concerns, this team is evolving beyond a reactive model to take a leadership role in preventing harm, fostering collaboration, and strengthening the city's ability to respond to safety challenges in a coordinated way.
55. Urban Liaison Officers will play a crucial role in delivering targeted interventions that address emerging safety issues while actively building connections with local businesses, emergency services, and social agencies to create a well-managed, inclusive central city.
56. The focus will be on proactive interventions, collaboration, and fostering positive relationships to enhance public safety and community well-being. However, where necessary, officers will have warranted authority to enforce bylaws, particularly in areas such as managing street activity, reducing anti-social behaviour, and ensuring public spaces remain accessible and welcoming.

57. The team will also play a leadership role in coordinating safety responses, including:
- Assessing and managing risks related to public safety, events, and urban activity.
  - Enhancing city-wide safety systems by working alongside the CCTV network, Police, and emergency services.
  - Collaborating with businesses and community organisations to improve safety perceptions and ensure a thriving, inclusive CBD.
  - Minimising disruptions related to street activity, construction, and major events, ensuring a balance between a vibrant city and public well-being.
58. This transformation is a significant step in building a high-performing, visible, and well-trained team that not only enhances safety outcomes but also sets a new standard for city safety leadership and stakeholder engagement.

**Pillar 2: Strengthening our Community’s Approach to Homelessness**

59. Homelessness is not only a social issue but also one that influences the public’s sense of safety and community well-being. As Wellington continues to grow, it is essential to balance support for those experiencing homelessness with the safety needs of the broader community.
60. Pillar 2 brings together key actions and partnerships designed to make homelessness in the CBD rare, brief, and non-recurring. Building on previous work and actions already underway, this pillar focuses on identifying and closely coordinating a response to support individuals facing significant challenges with chronic homelessness, including a cohort of approximately 30 people requiring the most intensive support. By strengthening outreach, coordinating support networks, and using real-time data to inform advocacy, we can provide more targeted, effective support.

**Previous and Ongoing Work**

The Council has already laid a foundation of work in this space through a range of initiatives including:

- **Community Safety Investments:** A series of investments have been made in initiatives like CCTV expansion, management of antisocial behaviour and aggressive begging, retail crime prevention, and tactical urban design improvements. These investments are aimed at making public spaces safer and more welcoming.
- [Te Mahana Homelessness Strategy \(2014-2020\)](#): This strategy provided a framework for addressing homelessness in Pōneke but has now expired. Insights and lessons learned from Te Mahana continue to inform current approaches.
- [Homelessness Action Plan \(adopted under the Housing Strategy 2023\)](#): This action plan is part of the broader Housing Strategy and outlines key actions to prevent and respond to homelessness. Work to support these actions is ongoing, with progress outlined in the table below:

<b>Homelessness Action Plan - Initiative</b>	<b>Status</b>
<b>Financial contribution toward Te Paamaru rebuild, Wellington City Mission</b>	Complete
<b>Financial contribution toward Whakamaru new build, Wellington City Mission</b>	Complete
<b>Review into effectiveness of Council’s financial investments to reduce homelessness</b>	In progress

<b>Capture voices of people with lived experiences of homelessness to inform Council efforts</b>	In progress
<b>Engage with mana whenua to address drivers of homelessness</b>	In progress
<b>Develop a Housing Pipeline Map including affordable, social, transitional, and emergency housing</b>	Complete
<b>Develop a fully developed Action Plan and full strategy, including Social, Cultural, and Economic Committee updates</b>	In progress
<b>Investigate establishing a Strategic Leadership Group to engage local and central government</b>	In progress
<b>Create a Wellington Regional Homelessness Network Group to promote regional collaboration</b>	Complete
<b>Investigate a centralised data system to understand homelessness numbers and journeys</b>	In progress
<b>Increase public and business awareness about homelessness responses in Pōneke</b>	In progress
<b>Explore enhanced support services: early intervention, urgent support, kaupapa Māori, and targeted support</b>	Funding review in progress
<b>Strengthen internal capabilities and resources for Council kaimahi interacting with homelessness</b>	Complete

### **Proposed change: Incorporating these initiatives into the City Safety and Wellbeing Plan**

61. In integrating homelessness into the City Safety Plan, we want to move beyond strategy and discussion to action-oriented, practical solutions that respond to the realities we manage daily.
62. This approach recognises that the people who often contribute to perceptions of safety concerns in the city are also among the most vulnerable. They are individuals facing extreme hardship—many with complex needs related to mental health, addiction, and long-term housing instability. At the same time, their challenging circumstances can contribute to harm, both for themselves and others in the community.
63. This is not a one-off initiative but an enduring and evolving commitment. The approach will continue to grow, innovate, and strengthen partnerships across the city, particularly with frontline services such as He Herenga Kura, DCM, Wellington City Mission and the Police. It acknowledges that city safety is dynamic and must be responsive to broader societal changes.
64. By embedding homelessness within the City Safety Plan, we are ensuring that efforts to improve public safety are both compassionate and effective, balancing the need for public confidence in safety with meaningful, long-term solutions for our most vulnerable residents.
65. This pillar includes four primary actions to advance our approach to homelessness.

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### **2.1 Bespoke Solutions for ‘Cohort of 30’.**

66. This focuses efforts on a cohort of approximately 30 people identified as requiring the most intensive support. This model aims to focus our services to ensure that wrap-around support is provided for city's most complex cases; individuals who are experiencing chronic homelessness.
67. By connecting each person in this cohort with tailored support services, the Council and partner agencies will work to provide stable housing options, mental health and addiction support, and pathways to long-term stability. This model requires consistent monitoring and case management, ensuring that whenever someone in the cohort experiences homelessness, immediate interventions are sought to support them and help them exit it as soon as possible.

### **2.2 Strengthen outreach and expand support services and networks**

68. Expanding services to provide seven-day access to critical resources addresses a key gap in care for the homeless community. Currently, many essential services are unavailable after business hours and on weekends, leaving high-needs individuals more vulnerable during these times.
69. To bridge this gap, we are co-designing an enhanced service model in partnership with Wellington City Mission, DCM, and He Herenga Kura. This initiative goes beyond testing a new response—it represents a commitment to strengthening strategic relationships with our partners and the broader sector.
70. This work will help determine how best to provide continuous access to social care, mental health assistance, and emergency intervention at times when support is most needed.

### **Our Strategic Delivery Partners**

71. For the City Safety and Wellbeing Plan to be effective and make an impact, we need to work with partners who have relevant deep expertise. We are focusing our efforts on three key partners: DCM, Wellington City Mission, and He Herenga Kura.
72. These organisations have a long history of supporting vulnerable communities in Wellington. Their frontline experience, established relationships, and deep understanding of the complexities surrounding homelessness, mental health, and addiction mean they are uniquely positioned to deliver real results. They have demonstrated meaningful success in helping people move out of homelessness, stabilising individuals with high and complex needs, and providing targeted, culturally appropriate support.
73. By working closely with these three established partners, we can ensure that efforts remain well-aligned, resources are directed effectively, and interventions deliver the greatest impact on the ground.

## 2.3 Data-Driven Advocacy

74. This action focuses on collecting and analysing real-time data on homelessness in the CBD to support informed decision-making. By tracking trends, service usage, and outcomes, the Council can identify gaps in service provision and highlight the evolving needs of the homeless population. This data will be used to provide evidence-based recommendations to the Mayor and Council, advocating for enhanced mental health services, additional support facilities, and targeted funding.
75. To further strengthen our response, we are exploring ways to improve information-sharing between strategic delivery partners and government agencies. A more streamlined approach to data-sharing will enhance coordination, reduce duplication of efforts, and ensure that support services are better aligned with the needs of those experiencing homelessness.

## **Pillar 3: Supporting a Safe Night Life**

76. Across the world, cities are increasingly embracing the concept of a night-time economy—an understanding that cities have distinct day and night functions, each facing unique challenges. For Wellington, the potential to develop a holistic nighttime economy plan has been identified within the Economic Wellbeing Strategy. Nighttime safety is an essential part of a successful nighttime economy and the Council has collaborated with cities in Australia to understand what others have done and how it initiatives can be tailored to Wellington’s needs.

### **The Economic Wellbeing Strategy**

77. In 2022, Wellington City Council adopted [the Economic Wellbeing Strategy](#). A key focus is the regeneration of central city precincts and includes the development of a nighttime economy plan. Through this pillar, we will implement targeted tactical interventions—such as training for bar staff, public education, and the deployment of visible safety interventions—to support Wellington’s nightlife and enhance safety for residents and visitors alike.
78. Our Council’s holistic approach to the nighttime economy focuses on three key areas:
  - **Safety and Harm Reduction:** This focus is primarily addressed through the initiatives set up under the Pōneke Promise, which continue to enhance safety and reduce harm in the central city.
  - **Support to the Night-Time Economy:** Build a thriving and diverse nighttime economy that is safe and welcoming as a key component of vibrant precinct revitalisation in the central city. This includes integrating on-the-ground services with the Police, emergency services, and collaboration with the hospitality sector and theatres.
  - **Regulatory Framework:** Establishing regulations that support safety and community well-being during nighttime hours.

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### **3.1 C.A.R.E (Coordinated Assistance and Response for Everyone) Officer**

79. We are exploring a trial of a C.A.R.E Officer team in partnership with the hospitality sector. This initiative is designed to address concerns related to intoxication and vulnerability in key nightlife areas.
80. C.A.R.E Officers will work closely with hospitality venues, bar security, and key nightlife establishments to assist individuals who require help getting home or to a safe environment. This ensures intoxicated or vulnerable individuals receive timely support before situations escalate.
81. C.A.R.E Officers will play a critical role in coordinating with police, emergency services, and alcohol-free support services such as Take 10. In addition, community patrols will collaborate with C.A.R.E Officers, further enhancing visibility and coverage.

### **3.2 Event Response Plan**

82. The Event Response Plan aims to manage and deter anti-social behaviour around key entertainment and cultural venues in Wellington, such as the St James Theatre, Opera House, Michael Fowler Centre, and Embassy Theatre when events are operating. By working closely with Police, CCTV operators, and the Urban Liaison Team, the Council will enhance the perception of safety by preventing anti-social behaviour in the areas and ensuring foot paths on route to the venue are clear and clean.
83. Real-Time surveillance and communication will be enhanced by increasing CCTV coverage around event venues, enabling operators to monitor crowd behaviour and quickly identify potential issues. Direct communication between CCTV teams, Police, Urban Liaison Officers, and street cleaning teams will allow for immediate coordination and a rapid, targeted response to incidents.
84. An increased on-the-ground presence will be provided through Urban Liaison Officers. Police and security patrols will focus on deterring anti-social behaviour, while hotspot monitoring will ensure additional resources are deployed in areas prone to safety risks, such as poorly lit spaces or high-traffic pathways.
85. Community and business engagement will play a key role, with pre-event briefings for local businesses, particularly in the hospitality sector, to ensure alignment and coordination with the response strategy.
86. The plan also includes post-event assessments involving all key partners to review effectiveness and refine future interventions. Incident tracking and data collection will measure response times and public feedback, ensuring the plan remains dynamic, data-driven, and adaptable to emerging safety needs.

### **3.3 Lighting projects to improve safety in the CBD**

87. We are undertaking a number of lighting projects, with a focus on laneways and strategic public spaces. Strategic lighting improvements will be implemented to reduce dark spots, increase visibility, and improve the perception of safety in key areas. This initiative will be pursued in collaboration with developers and businesses



88. Lighting will also be used as a tool to reactivate underutilised spaces, encouraging greater foot traffic and contributing to a more vibrant city environment. Collaboration with developers, hospitality operators, and local businesses will play a crucial role in co-designing lighting solutions that not only enhance safety but also support economic activity. Additionally, the initiative will explore innovative lighting designs, including smart technologies, interactive installations, and artistic lighting approaches, to create a more engaging and inviting night-time experience for residents and visitors alike.

### **An example – ‘The Nightline’**

89. One of the key concepts under this initiative is the Nightline, a creative lighting project designed to improve safety and vibrancy along key routes in the CBD. This concept is being explored as part of a broader feasibility assessment and involves collaboration with hospitality establishments and local businesses to create a well-lit and activated alternative entertainment route.
90. A key challenge in the current environment is that visitors often struggle to navigate the city at night due to lack of confidence that certain connections are safe. To address this, The Nightline will introduce ambient lighting, better wayfinding solutions, including well-placed, accessible signage and visual cues to guide people safely and confidently along key destinations.
91. The Nightline will incorporate strategically designed lighting enhancements, using smart, energy-efficient technology to improve visibility while creating an inviting atmosphere. By integrating creative lighting elements, such as colour-changing LED displays and public art projections, the initiative will contribute to a more dynamic and visually appealing environment.
92. Beyond safety improvements, The Nightline seeks to activate and enliven public spaces by fostering a more engaging and social night-time experience. This will be achieved through developing a stronger partnership with hospitality and local businesses to look at ways to extend hospitality offerings into public spaces and creating vibrant social hubs.
93. A successful example of this approach is the Fort Lane Eyclight Project in Auckland, which transformed a previously dim alleyway into a vibrant, well-lit pathway using colour-changing LED lights and integrated public art. This project not only improved safety but also attracted more visitors and revitalised the area.

### **3.4 Expanding Access and knowledge to Recreational Drug Checking Services**

94. Recreational drug use, particularly when mixed with alcohol or other substances, during nightlife activities, poses significant risks to health and safety. Misidentified or adulterated substances can lead to harmful or fatal outcomes. Services like those offered by the New Zealand Drug Foundation, NZ Needle Exchange and KnowYourStuffNZ provide harm reduction through confidential, non-judgmental drug checking, allowing individuals to make informed decisions around how (much) and what they're using.
95. Expanding the availability of these services in Pōneke, especially during high-risk times such as weekends and large events, will contribute to a safer and more informed community.
96. The proposed actions focus on expanding harm reduction services, increasing public awareness, strengthening collaboration with key stakeholders, and using data-driven insights to enhance public safety.

97. This may include identifying potential sites for pop-up or mobile drug-checking facilities near nightlife hubs, entertainment districts, and major event venues to increase accessibility to these critical services.
98. In addition to service expansion, a strong emphasis will be placed on educational campaigns to raise public awareness of the importance of drug-checking. This will involve partnering with these agencies to deliver targeted messaging for nightlife patrons and festival-goers, using digital platforms, posters in hospitality venues, and engagement with event organizers to promote the availability and confidentiality of these services.
99. Collaboration with nightlife businesses, event organisers, and community groups will also be a key component, ensuring that drug-checking services are integrated into broader harm reduction strategies at venues and events. To facilitate a balanced approach, coordination with law enforcement and emergency services will ensure that the presence of drug-checking services aligns with public safety measures while avoiding stigma or legal risks for service users.
100. Finally, efforts will be made to enhance data-sharing and insights by working with these agencies to gather anonymised data on the substances tested and trends observed. This information will be used to inform public safety initiatives and targeted education efforts, ensuring that emerging risks in recreational drug use are proactively addressed.

### **3.5 Promoting Sexual Violence Prevention Training and Lifting Capability in key areas**

101. The purpose of this initiative is to promote accredited venues that have undertaken Sexual Violence Prevention (SVP) training. By supporting venues that prioritise prevention, the Council aims to create a safer, more inclusive nightlife environment that fosters public confidence and encourages responsible venue management.
102. As part of this approach, the Council will support efforts to recognise and promote venues that prioritise safety, encouraging best practices in sexual violence prevention (SVP) training. In collaboration with training providers and sector partners, we will explore ways to increase awareness of accredited safe venues and reinforce responsible hospitality standards.
103. We will also work to strengthen the capability of security staff by supporting opportunities for targeted training in risk identification, de-escalation, and harm reduction strategies. This will ensure that those responsible for maintaining safety in nightlife precincts are equipped to respond effectively to incidents, actively discourage harmful sexual behaviour and contribute to a safer environment.
104. Recognising the role that front-line hospitality staff play in creating safer spaces, we will explore ways to encourage greater uptake of SVP training among venues, particularly in high-traffic areas such as Courtenay Place. This will include engagement with hospitality operators to highlight the value of safety-focused training in improving both public confidence and business reputation.

### **Pillar 4: Moving Forward in an integrated and enduring way**

105. This pillar emphasises Wellington City Council's role as the central coordinator and driver within the city safety ecosystem, ensuring that initiatives are cohesive, outcome-focused, and adaptable to emerging challenges.

#### **4.1 Coordinated and enduring operational framework for City Safety and Wellbeing**

161. An operational framework has been established that enables real-time information sharing, strategic planning, and effective deployment of resources. Intelligence from frontline teams, community agencies, and strategic partners is integrated to support a data-drive approach to response.
106. The Weekly Round-Up brings together key safety teams, including Police and CCTV operators, to review incidents and assess risks. Insights from this inform the Safe City Coordination Meeting which plans targeted interventions in collaboration with NGOs and harm prevention specialists.
107. The WCC Safety Delivery Team focuses on city safety projects and urgent responses across Council business units, while the City Safety Forum connects service providers, businesses, and community representatives to ensure safety initiatives are well-coordinated and practical.
108. Strategic oversight is provided by the City Safety Steering Group, which includes representatives from urban planning, transport, and community wellbeing teams to align safety efforts with broader city priorities. At a local level, the Mayor's City Safety Leadership Group convenes quarterly with Police, Health NZ, MSD, and social agencies to address long-term safety challenges and refine strategic direction.

#### **4.2 Establishing a Safety Hub at Te Pokapū Hapouri**

109. We are establishing a Safety Hub at the heart of Te Aro Park, positioned at Te Pokapū Hapouri, which will serve as a logistical centre for outreach services, the Police Beat team, community patrols, and key staff.
110. Co-locating safety services within a dedicated hub, provides several key benefits to enhancing city safety, including:
  - **Improved Coordination and Communication:** Allows for real-time decision-making and quicker responses to incidents. Co-located teams can work more seamlessly to manage emergency responses, share insights, and optimize resources .
  - **Increased Community Engagement:** Centralising services allows the public to access multiple support systems in one place, making safety services more visible and approachable.
  - **Cost Efficiency and Shared Resources:** By housing multiple safety services in one location, we avoid duplication of facilities and associated costs.

#### **Pillar 5: Our Regulatory Framework**

111. This pillar focuses on strengthening and effectively applying Wellington City Council's regulatory tools to support city safety objectives. It provides the legal foundation for managing safety risks, balancing community needs, and supporting businesses.
112. By ensuring that our regulatory approach is clear, responsive, and aligned with best practices, we can foster a well-regulated and thriving city environment that supports both public safety and community well-being.

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### **5.1 Developing the Local Alcohol Policy (LAP)**

113. Wellington City Council is developing a Local Alcohol Policy (LAP) to mitigate alcohol-related harm and enhance public safety. LAPs can be used by territorial authorities to limit the location of licenced premises, control the density of alcohol outlets, and set trading hours.
114. The Sale and Supply of Alcohol Act 2012 provides the legal framework for developing LAPs, including a requirement to use the special consultative procedure to consult on a draft policy.
115. Drawing on lessons from Auckland City Council's successful LAP, the development of Wellington LAP will seek to address critical issues such as pre-loading, violence, and harm concentrated in socio-economically vulnerable areas, while also considering cultural and community needs.
116. The objective of developing and implementing an LAP is to:
  - **Reduce alcohol-related incidents**, such as violence and public disorder.
  - **Enhance public health**, decreasing the burden on healthcare services.
  - **Foster a safer, more vibrant city environment**, benefiting residents and visitors alike.
117. In collaboration with Police, Health NZ, and other key stakeholders, Wellington City Council is currently gathering data and insights, with comprehensive community engagement planned for 2025.

### **5.2 Alcohol Licensing – using our regulatory powers to minimise pre- and side-loading**

118. The Council, in carrying out its alcohol licencing function, seeks to consider public safety while balancing the needs of businesses and communities.
119. The District Licensing Committee (DLC) is a separate, quasi-judicial entity responsible for making decisions on individual alcohol license applications and renewals. The DLC would be required to consider the provisions outlined in the LAP if implemented, allowing for consistency of licence conditions.

### **5.3 Ensuring that the use of our Public Spaces Bylaw 2022 is effective and fit-for-purpose**

120. The Public Places Bylaw 2022 provides a framework for the use of public spaces, addressing behaviours and activities that could cause harm, nuisance, or disruption. Ensuring the bylaw remains fit-for-purpose will be a key part of our approach to managing safety and maintaining vibrant public spaces across the city.
121. Subject to resourcing capacity, we will take a proactive and balanced approach to bylaw compliance. This will involve:
  - Strengthening coordination between enforcement teams, Police, and community partners to ensure a joined-up approach in responding to issues that arise in public spaces.
  - Enhancing visibility and engagement with the public by ensuring officers and staff are well-equipped to educate, inform, and de-escalate situations where necessary before enforcement measures are required.
  - Providing targeted responses to recurring challenges, such as unauthorised street trading, anti-social behaviour, and obstructions in high-traffic areas, through data-driven insights and ongoing monitoring.

- Building capacity among frontline staff by delivering training and guidance on how to apply the bylaw effectively.
- Regularly reviewing implementation to assess its effectiveness in addressing emerging challenges.

## **Programme Principles: Collaboration and Data-Driven Safety**

122. This programme of work will operate using five key principles.

### **Principle 1: Collaborative Partnership**

123. The success of this programme relies on strong partnerships across Council units, external stakeholders, and community organisations. This principle is built on three key commitments:

- **Shared Responsibility:** All stakeholders, including police, social service providers, businesses, and community groups, will work together to address safety challenges holistically.
- **Open Communication:** Regular forums and briefings will enable stakeholders to share updates, align priorities, and coordinate responses effectively.
- **Resource Pooling:** Teams across the Council and external partners will share expertise, tools, and personnel to optimise service delivery and minimise duplication of efforts.

### **Principle 2: Data-Driven Insights and Decision-Making**

124. A unified approach to collecting, analysing, and sharing data will inform safety interventions and future planning. We will do this through:

- **Centralised Data Collection:** All relevant teams and partners will contribute to a shared database, consolidating information from CCTV monitoring, incident reports, and stakeholder feedback.
- **Analytics for Action:** Insights from the data will be used to identify trends, assess the effectiveness of interventions, and adapt strategies in real time.
- **Transparency and Accessibility:** Data will be accessible to relevant teams to ensure alignment and accountability while respecting privacy and legal considerations.

### **Principle 3: Flexibility and Agility**

125. Safety challenges are dynamic, requiring an approach that allows rapid adaptation to emerging risks. We will adapt our response through:

- **A Responsive Framework:** The programme will include mechanisms for quickly reallocating resources, updating protocols, and testing new initiatives as needed.
- **Iterative Learning:** Regular evaluation cycles will help refine interventions based on feedback and data, ensuring continuous improvement.

### **Principle 4: Community-Centric Approach**

126. Building trust and confidence in the community is a cornerstone of this programme. We will deliver on our plan through:

- **Engaging the Public:** Residents and businesses will have opportunities to provide input through surveys, City Safety meetings, Advisory Groups, and engagement sessions.
- **Implementing Inclusive Practices:** The programme will address the needs of all community members. We want to be innovative and try new ways of working with central government agencies and the diverse population in Wellington (particularly Māori, Pacific peoples, other ethnic groups, people with disabilities and rainbow communities) in a way that works for them.
- **Education and Awareness:** Campaigns will promote understanding of safety initiatives, fostering community ownership and participation.

### **Principle 5: Shared Goals for Long-Term Impact**

127. This programme aims to create enduring safety solutions that benefit the entire city.

- **Strategic Alignment:** All activities will align with the broader goals of the City Safety and Wellbeing Plan and Wellington’s vision for a vibrant, inclusive city.
- **Measurable Outcomes:** Success will be tracked through key metrics, such as reductions in incidents, improved perceptions of safety, and stronger stakeholder engagement.
- **Sustainable Practices:** Resources will be allocated with a focus on creating long-lasting impacts, ensuring continuity beyond the programme’s initial implementation phase.

### **Measuring Success and Impact**

128. A structured evaluation framework ensures that the City Safety and Wellbeing Plan remains effective and responsive. By using data, community feedback, and targeted analysis, we will track progress, refine interventions, and inform future actions.

129. Key indicators include trends in crime and victimisation rates from Police data, insights from CCTV monitoring on incident frequency and response times, and analysis of Fresh Service requests related to city safety concerns. The effectiveness of night-time interventions will be assessed through Safety Spot usage and harm reduction data from Take 10 and CARE Officers. Community patrol insights will further inform how well safety initiatives are working on the ground.

130. Regular reporting will ensure accountability, with six-monthly updates providing evidence-based insights to guide decision-making and continuous improvements in public safety.

## **Conclusion – A Dynamic and Responsive City Safety and Wellbeing Plan**

131. This City Safety and Wellbeing Plan is a living framework designed to evolve alongside the changing dynamics and complexities of our city. The strength of this plan lies in its agility. It is built to pivot—stopping what isn't working, scaling up what is, and introducing new interventions as needed.
132. Over the next several months, we will focus on the delivery of this phase of the plan, ensuring that interventions are implemented, partnerships are strengthened, and key safety initiatives are embedded. Following this period, we will report on progress, measuring impact, identifying lessons learned, and assessing where the plan needs to evolve further. This evaluation will allow us to refine our approach, ensuring that our efforts remain effective and responsive to the needs of the city.
133. Through its dynamic nature, this plan also provides a framework to triage complex challenges more effectively. By fostering stronger collaboration within the Council and with external providers and stakeholders, it ensures we can navigate multifaceted issues with a coordinated, whole-of-city approach.
134. As we move forward, our commitment is clear: to strengthen safety initiatives, build confidence across our communities, and ensure that Wellington remains a place where people feel secure, connected, and supported. This plan is designed to evolve with the city—delivering real, measurable outcomes while maintaining the flexibility needed to respond to a changing urban environment.

## **Kōwhiringa | Options**

135. The options available to the Committee are to approve the City Safety and Wellbeing Plan as articulated in this paper, or to not approve.

## **Whai whakaaro ki ngā whakataunga | Considerations for decision-making**

### **Te hāngaitanga ki ngā rautaki me ngā kaupapa here a Te Kaunihera. | Alignment with Council's strategies and policies**

136. The City Safety and Wellbeing Plan directly delivers on commitments in the 2024-34 Long-term Plan, which directed the development of a city safety plan, with relevant agencies, to reduce crime and improve safety in Wellington with a focus on the central city.
137. It aligns to the Housing Action Plan 2023-25 through its focus on responding to homelessness in Wellington.

## **Whai wāhitanga me ngā uiui | Engagement and Consultation**

138. We have engaged with key strategic partners individually and through the Mayor's City Safety Leadership Group, including Tākai Here partners, in the development of this Plan.
139. We have also engaged with operational leaders and community representatives through the City Safety Forum on this Plan.

## **Ngā pāpātanga ki te Māori | Māori Impact Statement**

140. The work of the City Safety and Wellbeing Plan acknowledges that Māori are disproportionately impacted by homelessness, social exclusion, and safety challenges in Pōneke's central city.

141. As previously noted, our Tākai Here partners have been engaged in the development of this Plan through the Mayor's City Safety Leadership Group.

### **Ritenga ahumoni | Financial implications**

142. Activity line 5.2.8 in the 2024-34 LTP allocates a net total of \$40.395m for City Safety initiatives. This budget line is comprised of graffiti management and safe city project initiatives including CCTV, Urban Liaison Officers, and the Eyes On programme.
143. Other initiatives supporting city safety supported via activity line 5.2.2, Community Advocacy. This covers outreach programmes to end street homelessness, address begging and provide a visible presence in the community - for example, drug and alcohol harm reduction and sexual violence prevention initiatives (e.g., 'Take 10' safe space; supporting the Safer Venues project).
144. Existing social grants will provide \$1.18m in FY25/26 to support city safety initiatives, subject to approval by Pītau Pūmanawa | Grants Subcommittee. Key recipients include Wellington City Mission and DCM.
145. The 2024-34 LTP also increased grant funding for community safety initiatives by \$500k per annum. Requests to access this additional grant funding will be put forward to the Pītau Pūmanawa | Grants Subcommittee in March and May 2025. This funding will be targeted towards initiatives within the five pillars, ensuring that efforts remain coordinated, aligned, and impactful.
146. These upcoming requests are proposed to fund investment in community patrols, which are detailed under Pillar 1, and strengthening our community's response to homelessness, as detailed under Pillar 2. These requests will look to utilise the full \$500k available for Year 1. More detailed information information will be included in the papers to the Pītau Pūmanawa | Grants Committee including a breakdown of the funding requested.
147. Initiatives that do not align with the five pillars will not be considered for funding under the City Safety and Wellbeing Plan, ensuring that resources are directed towards measurable, strategic interventions that deliver the greatest benefit to public safety.

### **Resourcing**

148. Resourcing this plan requires a multi-agency approach focused on having the right mix of frontline staff, co-ordination and partnerships to support implementation.
149. Council resourcing will be provided using existing FTE. Frontline roles, including Urban Liaison Officers and the wider City Safety team, will be staffed and equipped to respond effectively. This includes providing appropriate training specific to the nature of these roles and improving information sharing to enable staff with the latest data and insights.
150. Externally, this plan remains dependent on Council working closely with key strategic partners including Police, DCM and Wellington City Mission He Herenga Kura, as well as with the hospitality sector to ensure interventions are well-integrated and supported.

### **Ngā whakaaroaro ture | Legal considerations**

151. Key legislation and regulation is considered under Pillar 5: Our Regulatory Framework.



## **Tūraru me whakamauru | Risks and mitigations**

152. The City Safety and Wellbeing Plan carries a medium risk to the organisation's trust and confidence among the public, stakeholders, and strategic partners. Effective implementation relies on clear, transparent communication and engagement with the public.
153. As this plan needs to be delivered within the current funding envelope, scope creep will need to be closely managed. Regular monitoring and reviewing of the interventions being carried out will support the management of this risk.

## **Ngā pāpātanga ki te hunga whaikaha | Disability and accessibility impact**

154. Programme Principle 4, Community-Centric Approach, includes a focus on implementing inclusive practices to address the needs of all community members.

## **Ngā pāpātanga me ngā whakaaroaro huringa āhuarangi | Climate Change impact and considerations**

155. Climate change impacts are not explicitly referenced nor responded to in the City Safety and Wellbeing Plan.

## **Mahere whakawhiti kōrero | Communications Plan**

156. A communications plan has been drafted to support the delivery of this plan, focused on building awareness of what is being done, how this supports city safety and wellbeing, and how the public can engage in this work.

## **Ngā pāpātanga me ngā whakaaroaro hauora, haumarū anō hoki | Health and Safety Impact considered**

157. The health and safety of our staff is paramount in the delivery of this plan. Staff receive specific training focused on conflict resolution and de-escalation and where relevant to role, warranted officer training and / or mental health training. Further, health and safety is at the core of incident response with site- and incident-specific approaches taken.
158. There is also specific supervision support available to City Safety staff on top of standard EAP support services, due to the nature of the work.

## **Ngā mahinga e whai ake nei | Next actions**

159. Subject to the Committee's agreement to the recommendations included in this paper, the next steps are to:
- Request funding via papers to Pītau Pūmanawa | Grants Subcommittee in March and May 2025;
  - Operationalise the plan subject to successful grants funding.

## **Ngā Āpitianga | Attachments**

Nil

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# DECISION REGISTER UPDATES AND UPCOMING REPORTS

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## Kōrero taunaki | Summary of considerations

### Purpose

1. This report provides an update on which previous decisions have been implemented and which are still outstanding. It also provides a list of items scheduled to be considered at the next two meetings (hui).

### Why this report is being considered

2. This report is considered at every ordinary meeting and assists in monitoring progress on previous decisions and planning for future meetings.

## Taunakitanga | Officers' Recommendations

Officers recommend the following motion:

That the Kōrau Mātinitini | Social, Cultural, and Economic Committee:

1. Receive the information.

Author	Steph James, Democracy Advisor
Authoriser	Sean Johnson, Democracy Team Leader James Roberts, Chief Operating Officer

## Whakarāpopoto | Executive Summary

### Decision register updates

3. A full list of decisions, with a status and staff comments, is available at all times on the Council website. Decisions where work is still in progress, or was completed since the last version of this report can be viewed at this link:  
<https://meetings.wellington.govt.nz/your-council/decision-register?UpdatedSinceLastMeeting=true&CommitteeName=P%C5%ABroro+Rangaranga+%7C+Social%2C+Cultural+and+Economic+Committee%2BK%C5%8Drau+M%C4%81tinitini+%7C+Social%2C+Cultural%2C+and+Economic+Committee&Triennium=2019-2022%2B2022-2025>
4. If members have questions about specific resolutions, the best place to ask is through the written Q&A process.
5. This body passed 22 resolutions at the last meeting:
  - 13 are complete.
  - 9 are still in progress.

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6. 24 in progress resolutions were carried forward from previous reports:
- 7 are now complete.
  - 17 are still in progress.

### **Upcoming reports**

7. The following item(s) are scheduled to go the next two hui of the Committee:
8. Rāpare, 17 Pāenga-whāwhā 2025 (Thursday 17 April 2025)
- Proposed disposal - 64 Tasman Street, Mt Cook (Chief Operating Officer)
  - Pītau Pūmanawa | Grants Subcommittee 19 March recommendation: Social and Recreation Fund - multi-year funding 2025-26 (Chief Operating Officer)
  - Draft Coastal Reserve Management Plan (approval to consult) (Chief Operating Officer)
  - Tūpiki Ora annual report back to Committee (Chief Māori Officer)
9. Rāpare, 29 Haratua 2025 (Thursday 29 May 2025)
- Pītau Pūmanawa | Grants Subcommittee 21 May recommendation: Social and Recreation Fund - fund criteria and framework (Chief Operating Officer)
  - Pītau Pūmanawa | Grants Subcommittee 21 May recommendation: Social and Recreation Fund - Safe City Funding - May 2025 (Chief Operating Officer)
  - Aho Tini 2030 report (Chief Operating Officer)

### **Takenga mai | Background**

10. The purpose of the decisions register is to ensure that all resolutions are being actioned over time. It does not take the place of performance monitoring or full updates. A resolution could be made to receive a full update report on an item, if desired.
11. Resolutions from relevant decision-making bodies in previous trienniums are also included.
12. Elected members are able to view public excluded clauses on the Council website: <https://meetings.wellington.govt.nz/your-council/decision-register>
13. The upcoming reports list is subject to change on a regular basis.

### **Attachments**

Nil