



AGENDA

Council Meeting

I hereby give notice that a Meeting of the Kapiti Coast District Council will be held on:

Date: Thursday, 30 July 2020

Time: 9.30am

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

**Wayne Maxwell
Chief Executive**

Kapiti Coast District Council

Notice is hereby given that a meeting of the Kapiti Coast District Council will be held in the Council Chamber, Ground Floor, 175 Rimu Road, Paraparaumu, on Thursday 30 July 2020, 9.30am.

Council Members

Mayor K Gurunathan	Chair
Deputy Mayor Janet Holborow	Deputy
Cr Angela Buswell	Member
Cr James Cootes	Member
Cr Jackie Elliott	Member
Cr Gwynn Compton	Member
Cr Jocelyn Prvanov	Member
Cr Martin Halliday	Member
Cr Sophie Handford	Member
Cr Robert McCann	Member
Cr Bernie Randall	Member

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1 WELCOME**2 COUNCIL BLESSING**

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

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

3 APOLOGIES**4 DECLARATIONS OF INTEREST RELATING TO ITEMS ON THE AGENDA**

Notification from Elected Members of:

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

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

5 PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA**6 MEMBERS' BUSINESS**

- (a) Public Speaking Time Responses
- (b) Leave of Absence
- (c) Matters of an Urgent Nature (advice to be provided to the Chair prior to the commencement of the meeting)

7 MAYOR'S REPORT

Nil

8 REPORTS

8.1 APPOINTMENT OF CHAIR OF DISTRICT LICENSING COMMITTEE (DLC)

Author: Leyanne Belcher, Democracy Services Manager

Authoriser: Janice McDougall, Group Manager People and Partnerships

PURPOSE OF REPORT

- 1 This report asks Council to confirm the appointment of a named Councillor as Chair of the District Licensing Committee or authorise the Chief Executive to commence a recruitment process to appoint a commissioner as Chair of the District Licensing Committee(DLC).

DELEGATION

- 2 The Council is required to consider this matter under the Sale and Supply of Alcohol Act 2012 ('the Act').

BACKGROUND

- 3 Every territorial authority is required to appoint a DLC, which includes a Chair, Deputy Chair and 'pool' of list members drawn on to deal with matters.
- 4 At the Council Meeting of 12 December 2019 Cr Janet Holborow was appointed Deputy Chair of the DLC for 2019-2022 Triennium.
- 5 The other members of the DLC are, Trevor Knowles, Fraser McInnes, Susie Mills and Philip Parkinson.
- 6 Michael Dodson recently resigned as a member of the DLC after six and a half years dedicated service and significant contribution to the work of the DLC.
- 7 A change to the Sale and Supply of Alcohol Act 2012 in October 2019 empowered the chairperson alone to make a decision on an uncontested application for a temporary authority(s.136(4A)). This dramatically reduced the call on committee members across the country. The remaining four DLC members should provide ample coverage for the handful of hearings each year.
- 8 Cr Fiona Vining was the Chair of the DLC for the previous triennium but did not stand for office in the 2019 elections. In order to ensure that alcohol licensing matters could continue to be covered off, Cr Vining was appointed as commissioner from 21 October 2019 (the date she legally left office as an Elected Member) and continues in that role until such time as another commissioner is appointed.
- 9 At the Council Meeting of 12 December 2019 Members discussed a motion 'That the Council instructs the Chief Executive to commence a recruitment process to identify a suitable candidate for appointment as a commissioner to act as Chair of the District Licensing Committee for a period of five years'. The motion was lost.
- 10 Staff were asked to bring a report back to a future Council meeting on the appointment of the DLC Chair. In particular members were interested in considering the appointment of a Councillor to the position.

ISSUES AND OPTIONS

Issues

- 11 Under the provisions of the Act the chair of the DLC may be an elected member or a commissioner.

- 12 In relation to appointing a commissioner, section 193 (1) of the Act says:

The chief executive of a territorial authority may, on the recommendation of the territorial authority, appoint a commissioner or commissioners to any of the territorial authority's licensing committees and any person so appointed has all the functions, powers, and duties of the chairperson of the licensing committee

- 13 A commissioner may hold this office up to five years, and may be reappointed for one or more further periods of up to five years. This allows for continuity across triennia which is more administratively efficient.

- 14 A commissioner must also be suitably qualified. The Act sets out the criteria at s.193(1) the Commissioner must meet in order to be appointed:

The chief executive may only appoint a person as a commissioner if that person is of good standing in the community and has the necessary knowledge, skill, and experience relating to matters that are likely to come before the committee

- 15 If Council approves the chief executive commencing a recruitment process the role will be advertised. The 'Selecting and Appointing District Licensing Committees – a Guide for Councils' by LGNZ, SOLGM and HPA provides information designed to facilitate a robust selection process. (See Appendix 2).

- 16 The appointment of a commissioner also provides the opportunity to enter into a contract for service with the appointee which could set service standards around availability, timeliness of decisions, continuous professional development (if not already provided for by a professional body) and other matters to ensure the delivery of timely accurate decisions.

- 17 Alternatively, the Council may appoint an elected member as Chair of the DLC. This is provided for in s.189(2) of the Act:

A territorial authority must appoint 1 member as the chairperson and that person must be a member of that territorial authority or a commissioner appointed to the licensing committee.

- 18 A councillor is eligible to be a chairperson of the DLC simply by being an elected member.

- 19 A councillor may only be the chairperson of the DLC while they remain a councillor, and therefore the Council may have to appoint a new chair every three years.

- 20 A councillor appointed as chairperson of the DLC will be fettered in their ability to advocate on behalf of their community in relation to alcohol related matters. For example, they will not be able to make public statements in relation to alcohol matters, and would not be able to advocate community's views around the Council table in relation to alcohol matters. An essential element in administrative law is the concept of *nemo iudex in causa sua* – no person may be a judge in his or her own case.

- 21 In the case of the DLC, this means the Chair must be free from perceived or actual conflicts of interest. A councillor's previous public statements, comments in debate around the council table or advocacy on behalf of communities in relation to alcohol matters would demonstrate a preconception which would imperil decisions handed down as DLC Chair.

- 22 The key issue to be resolved is whether the council wishes to appoint a commissioner(s) or a councillor(s) as chair of the DLC. In reaching a decision, councillors should consider what their fundamental role is.

- 23 Councillors as governors are responsible for setting the broad policy direction of the council. This is done through the explicit adoption of policies, or through bylaws. In the area of alcohol related harm, the broad policy direction has been set through the District Plan, Control of Alcohol in Public Places Bylaw 2017, Trading in Public Places Bylaw 2017, and by

(currently) not adopting a Local Alcohol Policy. By not adopting a Local Alcohol Policy, the Council has accepted the default national provision of the Act as being sufficient.

- 24 If councillors do want to have a greater say in how alcohol is sold and supplied in the district this is best achieved through their policy setting powers, which the DLC would be required by law to impose on applications approved.
- 25 If councillors want to have a greater say in an individual application, or wish to advocate for their local community, this is best achieved by objecting, or supporting their community to object, to an application.

Option 1

- 26 The Council agrees to confirm the appointment of a named Councillor as Chair of the District Licensing Committee.
 - 26.1 A councillor will generally have a good understanding of the different communities and population groups within the district
 - 26.2 A councillor will bring local knowledge to the role.
 - 26.3 A councillor will need to balance their elected member workload, particularly if they are already employed. This may impact on their ability to produce timely decisions.
 - 26.4 Councillors may be put in the difficult position of making a decision that is correct in law, but which may not reflect the views of the community they represent.
 - 26.5 A councillor is likely to require time to develop the sufficient knowledge and experience of the specific legislation, regulation, alcohol licensing, hearings and decision-making processes and the skills necessary to conduct quasi-judicial hearings.
 - 26.6 A councillor would not be able to advocate for their local community in relation to any alcohol licensing matter. Their democratic role as an advocate for their community will be fettered by their obligation as a quasi-judicial decision maker.
 - 26.7 A councillor would not be able to take part in any council discussions or decision in relation to any policies developed or reviewed by the council in relation to alcohol, such as any alcohol related by-laws or any local alcohol policy.
 - 26.8 A councillor will need to be available and active in decision making in relation to alcohol licence applications up to and during an election period.
 - 26.9 A councillor would not be able to take any public position on any alcohol related matter nor any licence granted or declined.
 - 26.10 The chief executive would not be able to hold a councillor to any agreed service standards. In contrast, a Commissioner could be appointed with a contract for service which would set out expectations in terms of availability, timeliness of decisions, and reporting.

Option 2

- 27 The Council agrees to authorise the chief executive to appoint a commissioner as chair of the DLC.
 - 27.1 A commissioner can be appointed who must have relevant knowledge, skills and experience that allow a DLC to carry out its role effectively. The Council would seek to appoint a person with an understanding of the diversity of the local community, and how alcohol related harm impacts disproportionately across different communities.
 - 27.2 A commissioner with legal training and experience can be recruited. This is particularly useful when applicants have legal representation at hearings.

- 27.3 A commissioner will generally be in a stronger position to avoid a conflict of interest or the perception of a conflict of interest. The appointment of a commissioner will de-politicise the process and emphasise the independence and separation of the DLC from elected members. This can allow elected members to advocate more broadly for their community by objecting to applications, or organising and assisting their communities to lodge objections.
- 27.4 A commissioner will stand apart from the political and democratic processes of council and will be unfettered in their impartial application of the law in relation to alcohol related applications. They will be free to make decisions in relation to the facts, without feeling constrained by public opinion or perception.
- 27.5 There will be a time delay and associated cost if the Council chooses to commence a recruitment process.
- 27.6 There is always a risk of not attracting a pool of skilled applicants when commencing a recruitment process. However, this risk can be mitigated by advertising widely, including professional publications.
- 27.7 The DLC may not reflect the community it serves, but even if the Chair is not from the area, the other DLC members are all members of the community.
- 28 In conclusion, the Council may appoint one of its own or authorise the appointment of a Commissioner to be Chair of the DLC. In reaching its decision the Council should be cognisant of the foregoing matters.

CONSIDERATIONS

Policy considerations

- 29 There are no policy considerations

Legal considerations

- 30 Relevant legislative extracts at Appendix 2 detail functions and membership of a DLC.

Financial considerations

- 31 Chairs, Deputy Chair and list members are remunerated. There is sufficient funding under existing budgets.

Tāngata whenua considerations

- 32 The competencies for DLC members include an understanding of alcohol-related harm and its impact on Māori.
- 33 Should the Council resolve to authorise the chief executive to appoint a commissioner as chair of the DLC the advertisement for the role will be circulated widely through iwi networks including through the partnership body Te Whakaminenga o Kāpiti.

SIGNIFICANCE AND ENGAGEMENT

Significance policy

- 34 This matter has a low level of significance under the Council's Significance and Engagement Policy.

Engagement planning

- 35 An engagement plan is not needed to implement this decision.

Publicity

- 36 The appointment once made will publicised through the appropriate channels, including the Council website.

RECOMMENDATIONS

- 37 That the Council to confirms the appointment of Cras Chair of the District Licensing Committee

OR

- 38 That the Council instructs the Chief Executive to commence a recruitment process to identify a suitable candidate for appointment as a commissioner to act as Chair of the District Licensing Committee for a period of five years. That a selection panel comprising Senior Legal Counsel, Group Manager People and Partnerships, Mayor K. Gurnathan and a Te Whakaminenga o Kāpiti representative undertake the interviewing process.

APPENDICES

1. Selecting and Appointing Distirct Licensing Committees - a Guide for Councils [↓](#) 
2. Extracts from the Sale and Supply of Alcohol Act 2012 [↓](#) 



Selecting and appointing district licensing committees

A guide for councils

**We are.
LGNZ.**
Te Kāhui Kaunihera o Aotearoa.

SOLGM
New Zealand Society of
Local Government Managers

hpa health promotion
agency
TE HIRINGA HAUORA

We would like to acknowledge the input and support provided by the advisory group established for the purposes of this project as well as members of the District Licensing Committee Advisory Group, the Local Government Alcohol Reference Group and the Regulatory Agencies Steering Group. We would also like to thank Local Government New Zealand, and the Society of Local Government Managers for their contributions.

Disclaimer

The information contained in this online guide is intended as a general guide. While reasonable measures have been taken to ensure that the information is current and accurate as at October 2019, the Health Promotion Agency cannot accept any liability for any inaccuracy, omission or deficiency in relation to the information. It is not legal advice and you should not rely on anything contained in this guide in any legal proceedings. The information provided does not replace or alter the laws of New Zealand, and you should consult the legislation and obtain your own legal and professional advice, as appropriate. The Health Promotion Agency will not accept liability for any action taken in reliance on anything contained in this online guide.

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About this guide

Who is this guide for?

This guide is for council staff responsible for managing the selection and appointment of district licensing committees (DLCs). The guide will be useful whether you are new to the process or you have had previous experience. It may also be of interest to elected members of council and prospective DLC members.

How will this guide help you?

This guide will support you to:

- understand the range of skills that a DLC needs
- run a robust selection and appointment process
- appoint a DLC with the necessary knowledge, skills and experience
- give effect to the Sale and Supply of Alcohol Act.

The Sale and Supply of Alcohol Act 2012 (the Act) aims to minimise harm from alcohol by managing the way it is sold, supplied and consumed. The Act introduced a new system of alcohol licensing intended to enhance community participation in licensing decisions.

DLCs have an important role under the Act – to consider and decide on all applications for alcohol licences within their local areas. DLCs need the right mix of skills to do their job well.

Councils are responsible for selecting and appointing DLCs. This is an important first step in ensuring that DLCs can carry out their role effectively. This guide will help you run a robust selection and appointment process. You can tailor the guidance to fit your local circumstances, the size of your community and the number of licensing applications you receive.

What does this guide cover?

1. A brief introduction to DLCs
2. Who can be on a DLC?
3. Who can't be on a DLC?
4. Considering your local context
5. Running a robust selection and appointment process
6. Dealing with challenges
7. Providing ongoing support for your DLC

Section 8 provides resources such as examples of advertisements, job descriptions and interview materials that you can use and adapt for your council.

1. A brief introduction to DLCs

This section provides background information on DLCs and relevant legal requirements under the Sale and Supply of Alcohol Act 2012 (the Act). It covers:

- 1.1 What DLCs do
- 1.2 The legal status of a DLC
- 1.3 Relevant sections of the Act

1.1 What DLCs do

Anyone wanting to sell and supply alcohol to the public in New Zealand must apply to their local council (territorial authority) for a licence. District licensing committees (DLCs) consider and decide all applications for licences and manager's certificates (s 187 of the Sale and Supply of Alcohol Act 2012).

DLCs are established under the Act and administered by councils. Each council must establish and maintain a list of DLC members. They can have their own list or have a combined list with one or more other councils (s 192).

A DLC considers the application, agency reports, evidence and submissions presented to it against the criteria in the Act and any relevant case law. It then objectively evaluates the evidence, determines facts, forms opinions and draws conclusions to make its decision.

Within their local areas, DLCs decide applications for:

- new and renewal applications for on-, off- and club licences
- special licences
- new and renewal applications for manager's certificates
- opposed acting or temporary appointments of managers
- variation of licence conditions
- temporary authorities and temporary licences
- orders to vary, revoke, suspend or cancel a special licence.

1.2 The legal status of a DLC

A DLC is a committee of council (s 200(1)), is administered by the council, and may include councillors. However, it is an independent inquisitorial and impartial body and operates differently from all other council committees. A key difference is that in DLC hearings the parties have the right to call, examine and cross-examine witnesses. In addition, DLCs are not required to publicise or run their meetings in the same way as other council committees (s 207 of the Act and part 7 Local Government Official Information and Meetings Act 1987 (LGOIMA)).

DLCs have the powers of commissions of inquiry under the Commissions of Inquiry Act 1908. As a commission of inquiry, a DLC has a quasi-judicial role. DLCs have powers and procedures similar to those of a court of law or a judge and are obliged to objectively make findings of facts and draw conclusions from them. This means, for example, that a DLC can issue summonses requiring the attendance of witnesses before it or the production of documents. It also has the power to rehear any matter that it has determined (s 201(4)). DLCs should not be subject to influence from the council (or from any other third party). A council can, if it wishes, be represented and participate in a DLC hearing (s 204). However, a council cannot override a decision of a DLC.

A decision of a DLC can be appealed to the Alcohol Regulatory and Licensing Authority (ARLA) by any party to the decision. Decisions of ARLA can be appealed to the High Court, and then, if leave is granted, to the Court of Appeal.

1.3 Relevant sections of the Act

The following sections of the Act relate to the appointment and operation of DLCs:

99	Applications to be made to licensing committee
186	Territorial authorities to appoint district licensing committees
187	Functions of licensing committees
188	Powers of licensing committees
189	Composition of licensing committees
190	Meetings of licensing committees
191	Quorum
192	Territorial authority to establish and maintain list of licensing committee's members
193	Appointment of commissioners
194	Resignation or removal
200	Application of Local Government Official Information and Meetings Act 1987
201	Licensing authority and licensing committees have powers of commissions of inquiry
202	Procedure
203	Proceedings of licensing authority and licensing committees
204	Right of certain persons to appear in proceedings
207	Evidence in proceedings before licensing authority or licensing committee
208	Licensing authority or licensing committee may waive certain omissions
211	Decisions to be given in writing



2. Who can be on a DLC?

This section explores who can be on a DLC by considering:

2.1 What the Act says

2.2 What this means: good practice guidance

2.2.1 What is good standing?

2.2.2 What is relevant knowledge, skills or experience?

2.2.3 Detailed guidance on essential and desirable knowledge, skills and experience

2.1 What the Act says

Councils must have a list of DLC members

Councils must establish, maintain and publish a list of people approved to be members of that council's DLC. Councils can establish a combined list with one or more territorial authorities.

Members must have: "experience relevant to alcohol licensing matters" (s 192(2)). Members can be elected councillors or people from the community. Members are included on the list for a fixed term of up to five years and can be reappointed for one or more periods of up to five years.

Councils can appoint commissioners

Councils can appoint a commissioner to any of its DLCs. A commissioner has all the functions, powers and duties of the chair (s 193(1)) and can be appointed as a chair (s 189(2)).

The Act requires a commissioner to be someone who: "is of good standing in the community and has the necessary knowledge, skill, and experience relating to matters that are likely to come before the committee" (s 193(2)).

Commissioners are appointed for a fixed term of up to five years and can be reappointed for one or more periods of up to five years.

The composition of a DLC

Each DLC, which is selected to consider an application, is made up of a chair and two members. The chair can be either an elected member of the council (from the approved member list) or a commissioner appointed by the chief executive, on the recommendation of the council.

2.2 What this means: good practice guidance

The Act does not define or set out:

- good standing or the necessary knowledge, skill and experience relating to matters that are likely to come before the committee (required for commissioners)
- the experience relevant to alcohol licensing matters (required for members).

In the absence of such detail, this document provides some guidance to councils about good standing and the types of knowledge, skills and experience that would contribute to the effective running of a DLC.

2.2.1 What is good standing?

A commissioner must be someone who "is of good standing in the community and has the necessary knowledge, skill, and experience relating to matters that are likely to come before the committee" (s 193(2)).

The Act does not give a definition of "good standing in the community". When considering good standing you could think about whether an applicant:

- is of good character eg, do they have any convictions? Have they been bankrupted?
- has a good reputation and is held in high regard in their community
- holds positions of leadership within a community eg, school board of trustees or iwi authority
- belongs to a professional organisation that upholds professional standards of ethics.

2.2.2 What is relevant knowledge, skills or experience?

In considering what might be relevant knowledge, skills or experience, it is useful to think about the skills that DLCs need to carry out their role effectively.

DLCs must understand alcohol-related harm and how it can be minimised

All members must have an understanding of the nature of alcohol-related harm – what it is, how it impacts communities (particularly vulnerable communities), and how it can be minimised. While alcohol-related harm is often perceived as direct harm, DLCs need to understand the deeper and more complex layers of impacts on communities. Alcohol-related harm is not just about rubbish and noise. It is also about the broader health, social, economic and cultural impacts (both direct and indirect) of the sale, supply and consumption of alcohol, particularly inappropriate or excessive consumption of alcohol.

DLCs need experience in legal processes

There are different views about the need for legal training and skills on DLCs. Many applicants have legal representation for hearings, so having a DLC that is suitably experienced to address matters of law raised by lawyers is necessary. Some councils value legal expertise and only have lawyers on their DLC. Other councils don't believe that formal legal expertise is essential for a well-functioning DLC and have no lawyers at all. In these cases, chairs may have experience in legal and regulatory processes such as the Resource Management Act 1991 and councils provide legal advice or support to their DLC.

DLCs need skills to facilitate community participation

One of the key drivers behind the Act was to enhance community participation in licensing decisions. DLC practices can have a big impact on the willingness and ability of the community to take part. DLCs need skills and experience to work effectively with community participants in hearings.

When selecting and appointing your DLC you might want to consider:

- the skills and experience that members have in working with communities or running hearings in a way that makes community members feel welcome. This is particularly important for members of the community appearing as objectors who may not be familiar with judicial processes
- whether members have an understanding of:
 - the diversity of the community/communities that the DLC is responsible for
 - how alcohol-related harm impacts disproportionately across different communities and population groups
 - differing patterns of alcohol-related harm in the local community
 - barriers that some communities face to participating in the licensing and hearings process and how these might be addressed
- whether members are open to attending hearings in the evenings to accommodate objectors who work during the day
- whether your chair or members are familiar with basic te reo (language), pronunciation, and tikanga (customs). You can provide support for your DLC members to build this capacity.

You might also think about how the diversity of your DLC reflects the community it serves, in particular those most affected by alcohol-related harm.

The table below provides some detailed suggestions for relevant knowledge, skills and experience.

2.2.3 Detailed guidance on essential and desirable knowledge, skills and experience

The table below provides good practice guidance on essential and desirable knowledge, skills and experience for DLC chairs and commissioners (C), and members (M).

We have not differentiated between chairs and commissioners in this table. Chairs, regardless of whether they are elected members or appointed commissioners, need to have the same knowledge, skills and experience to run effective hearings and decision-making processes.

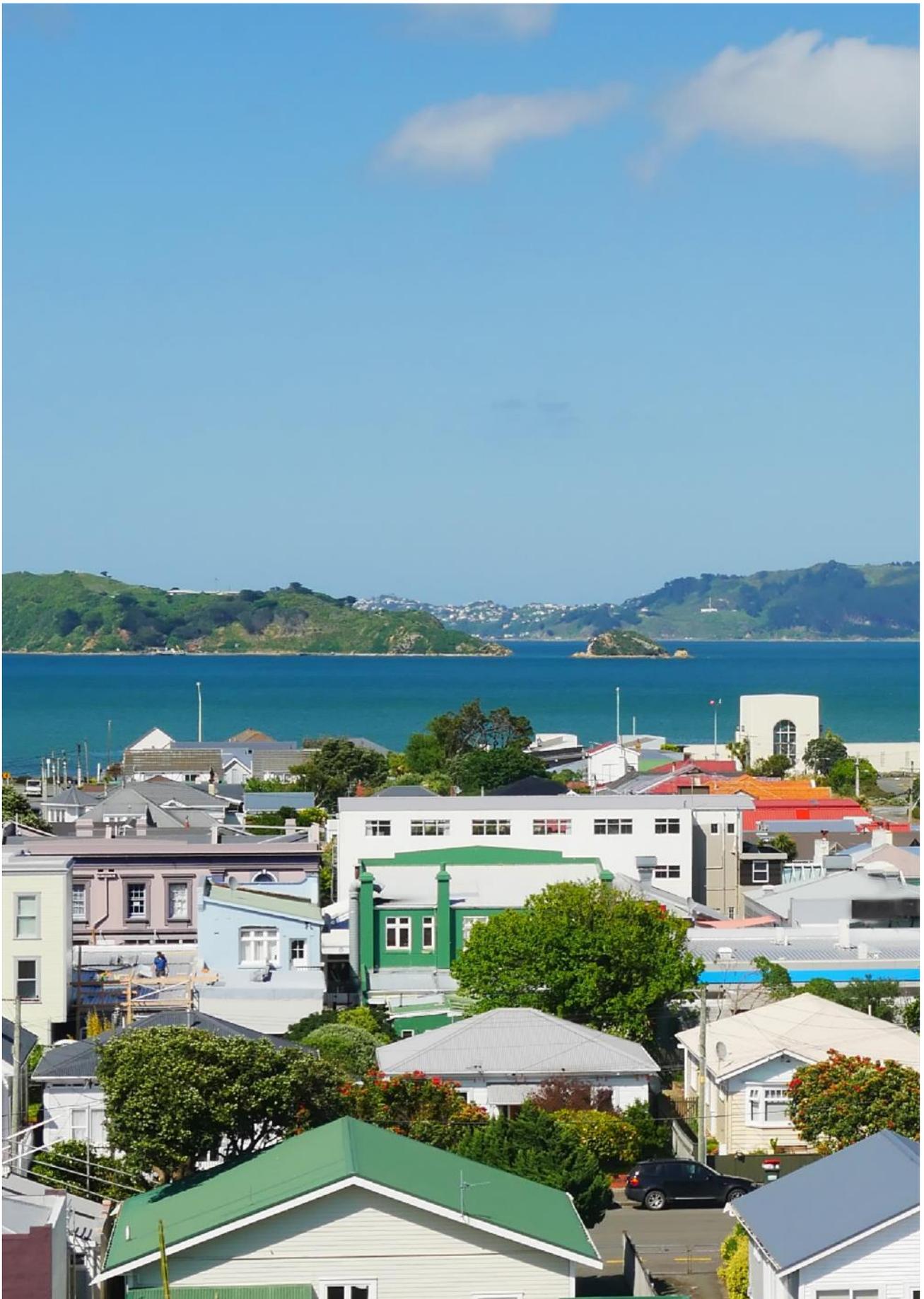
	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
Knowledge, understanding or experience of:			
✓ Te Tiriti o Waitangi/ the Treaty of Waitangi	C, M		While the Sale and Supply of Alcohol Act 2012 does not refer to the Treaty of Waitangi, it is good practice for all people in public office to have a knowledge and understanding of the Treaty and its implications for their decision-making roles.
Law and legal processes			<i>This experience could be through other roles such as an employer or a mediator.</i>
✓ the law and its application (including the Act, case law and written decisions)	C	M	An understanding of law and how it is applied is essential for chairs. Chairs need to understand and apply the Act, case law and written decisions.
✓ judicial processes	C	M	DLCs are quasi-judicial bodies so understanding or experience of judicial processes is essential for chairs who manage hearings.
✓ natural justice and its application	C, M		Chairs and members must understand what natural justice is and what they need to do as decision makers to achieve it.
Sale and Supply of Alcohol Act 2012			
✓ the object of the Act	C, M		All members must be familiar with the object of the Act.
✓ alcohol-related harm and its impacts on communities	C, M		All members must have an understanding of the nature of alcohol-related harm – what it is, how it impacts communities (particularly vulnerable communities), and how it can be minimised.
✓ the Act and its application	C	M	Chairs must have a thorough understanding of provisions of the Act and their application.
✓ alcohol licensing (including local alcohol policies if relevant)	C	M	Chairs need a thorough understanding or experience of alcohol licensing processes.

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
Hearings			<i>This could be through experience in other roles such as an employer or a mediator – and as a facilitator or a participant in hearings.</i>
✓ the purpose of hearings	C, M		Chairs and members must understand the purpose of hearings.
✓ hearing procedures (and the unique nature of DLC hearings procedures)	C	M	Chairs are responsible for running hearings, so must have knowledge, skills and/or experience in hearings procedures generally, and DLC hearings in particular.
✓ the nature of evidence	C	M	Chairs need to understand the nature of evidence, what does (and doesn't) constitute evidence, and how evidence differs from submissions.
✓ conflict of interest and bias and the appearance of conflict of interest or bias	C, M		Chairs and members must understand the nature of conflicts of interest and bias and be able to apply them to their own situations.
✓ operating under rules of confidentiality	C, M		Chairs and members must be able to operate under rules of confidentiality.
The community			
✓ the local community in which the DLC operates	C, M		Chairs and members need to have a good understanding of the local community in which the DLC operates, including: <ul style="list-style-type: none"> • the demography of the community • whether and how it is changing • the environment that the premises are, or would be, in • groups within the community who are particularly vulnerable to alcohol-related harm • whose views are (and aren't) being presented.
✓ the local community's concerns and expectations around alcohol and alcohol-related harm	C, M		Chairs and members need to have a good understanding of the local community's concerns around alcohol and alcohol-related harm
✓ the nature of the licensing environment and alcohol-related harm in the community in which the DLC operates	C, M		Chairs and members need to be familiar with: <ul style="list-style-type: none"> • the local licensing environment: <ul style="list-style-type: none"> – numbers and types of on- and off-licence and club licence premises • the local environment that the application is for, and the nature of the current alcohol-related harm that exists there: <ul style="list-style-type: none"> – who is affected, where, when? – where is the alcohol sold and supplied and consumed?

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	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
✓ the local iwi, hapū, and Māori communities	C	M	Chairs should have an understanding of local Māori communities: their aspirations; their concerns and expectations about alcohol and alcohol-related harm.
✓ the cultural and ethnic make-up of the local community	C	M	Chairs should have an understanding of the cultural and ethnic make-up of local communities: their aspirations; their concerns and expectations about alcohol and alcohol-related harm.
✓ working with community and community groups		C, M	Previous experience or skills in working with community groups would be valuable to have on any DLC, particularly if they are to provide an environment that is welcoming to public objectors who are not familiar with legal environments.
Skills in:			
Communication and teamwork			
✓ oral communication	C, M		Chairs and members need to be able to communicate effectively with one another, with staff, and with participants at hearings.
✓ listening and asking questions to gain understanding	C, M		Chairs and members must be active listeners who can use questions to gain understanding.
✓ considering information from a variety of sources in an objective, unbiased way and being open-minded in reaching a conclusion	C, M		The key role of the DLC is to evaluate information from a range of parties (often in opposition to one another), consider this in an objective and unbiased way, and come to a conclusion within the context of the Act.
✓ written communication	C	M	Chairs undertake most written communication on behalf of the DLC (including minutes and decisions) so must have strong skills in this area.
✓ te reo and tikanga Māori	C,	M	Chairs should have basic understanding of te reo and tikanga so that they are able to run and manage hearings effectively and appropriately (as required).
✓ computer literacy	C, M		Chairs and members need computer literacy to carry out their role effectively, for example for: <ul style="list-style-type: none"> • email communication • research (eg, case law) • downloading, uploading and amending DLC documents and decisions.

	ESSENTIAL	DESIRABLE	EXPLANATION/COMMENTARY
✓ facilitating good working relationships with other DLC members	C, M		Chairs and members need to have good inter-personal skills and be able to build good working relationships with others.
Responsibilities of the chair			
✓ running hearings	C		The chair must be able to run or chair hearings in a way that: <ul style="list-style-type: none"> • is fair and effective • is inclusive of members of the community appearing as objectors who may not be familiar with judicial processes • ensures that no party dominates proceedings • ensures procedures are correctly followed • achieves natural justice.
✓ writing clear and well-thought-out decisions	C		Chairs are responsible for writing decisions on behalf of the DLC. They must be able to write decisions that: <ul style="list-style-type: none"> • are well structured, logical and clear • outline the considerations of the DLC in reaching its evaluations, opinions and conclusions • refer to relevant case law • are legally sound.
Personal qualities			
✓ willingness to upskill and develop new knowledge	C, M		Chairs and members need to be open to upskilling where necessary and developing their knowledge.
✓ willingness to make decisions (that may be unpopular) and be subject to media scrutiny and appeals by higher authorities such as ARLA and the High Court	C, M		The decisions made by DLCs will sometimes be unpopular and subject to scrutiny by the courts and the media. Members and chairs need to have the resilience to manage such scrutiny and criticism.



3. Who can't be on a DLC?

This section explores who can't be on a DLC by considering:

- 3.1 What the Act says
- 3.2 What this means: good practice guidance
 - 3.2.1 General principles for decision makers
 - 3.2.2 Managing conflicts and bias

3.1 What the Act says

You cannot appoint a commissioner (s 193(3)) or a list member (s 192(5)) if:

- 1 the person is:
 - a police officer, or
 - a Medical Officer of Health, or
 - an alcohol licensing inspector, or
 - an employee of the territorial authority
- 2 the council believes that the person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias.

Chairs who were appointed to the DLC as an elected member of council cannot remain on the DLC if they are no longer an elected member of the council. However, the council could choose to reappoint them as a commissioner if the individual has the necessary knowledge, skill and experience relating to matters that are likely to come before the committee (s 193(2)).

3.2 What this means: good practice guidance

DLCs make important decisions on applications for licences under the Act and, in doing so, must run a fair process. Councils must ensure that the people they appoint to their DLC can run a fair and objective decision-making process.

The Act specifically prohibits the appointment of anyone to a DLC who could not perform their duties due to bias or the appearance of bias as a result of their involvement, or the appearance of their involvement, in the alcohol industry.

However, considerations of bias and conflict of interest are not restricted to those with industry involvement. Every member or official of a public entity has professional and personal interests and roles. Occasionally, some of those interests or roles overlap. This is almost inevitable in a small country like New Zealand, where communities and organisations are often close-knit and people have many different connections. Elected members of council have extensive involvement in their communities and a great deal of local knowledge. This knowledge can help inform the decision-making processes of the DLC; however, this closeness to the community can also give rise to a conflict of interest or a perception of bias.

Conflicts of interest sometimes cannot be avoided, and can arise without anyone being at fault. They are a fact of life. But they need to be managed carefully. Even where no conflict of interest exists, councils and DLCs must be careful to avoid any perception of a conflict of interest. DLCs need to be impartial and be seen to be impartial.

This section sets out some general principles for decision makers and some specific guidance on managing bias and conflicts of interest.

3.2.1 General principles for decision makers

Decision makers must uphold natural justice

Natural justice is about fair process. It means that any public decision-making body, including a DLC, must be independent and impartial and its procedures must be fair and transparent. Natural justice can be enforced by the courts, administrative tribunals or ombudsmen. Determining whether a decision complies with natural justice will generally depend on whether a fair and proper procedure was followed in making it.

Decision makers must avoid bias and the appearance of bias

Decision makers must be unbiased in all procedures, when holding a hearing or making a decision. A decision maker must be impartial and must make a decision based on a balanced and considered assessment of the information and evidence before them without favouring one party over another. Even where no actual bias exists, decision makers should be careful to avoid the appearance of bias.

Decision makers must avoid conflicts of interest

The Office of the Auditor-General defines it the following way: "Put most simply, a conflict of interest can arise where two different interests overlap."

In the public sector, there is a conflict of interest where a member's or official's duties or responsibilities to a public entity could be affected by some other interest or duty that the member or official may have.

The other interest or duty might exist because of:

- the member's or official's own financial/business interests or those of his or her family
- a relationship or other role that the member or official has
- something the member or official has said or done.

3.2.3 Managing conflicts and bias

Involvement in the alcohol industry – what might this mean?

Examples of involvement in the alcohol industry that might lead to real or perceived bias or conflicts of interest for DLC members could include (but are not limited to):

- having a financial interest in a licensed premises
- having family members with interests in a licensed premises
- having close personal or working relationships with licensees
- being the property owner of the site of a licensed premises.

People who have had involvement in the alcohol industry will have knowledge, skills and experience that would be useful on DLCs. For example, ex-licensees would bring knowledge of the practical application of the Act in licensed premises. In this case, you might consider how much time has passed since they left their role. It is not easy to prescribe a specific length of time – it should be long enough that the person is unlikely to be dealing with parties they have worked closely with, but recent enough that their knowledge and skills are still relevant.

If you are thinking about appointing someone with previous involvement with the industry, then consider:

The nature of their relationships

- Who does the individual have professional relationships with?
- Could these relationships lead to bias or a perception of bias?

Awareness

- Does the person concerned have an awareness of their potential bias and whether/how it could be managed?

The observer test

- Would a reasonably informed, objective observer consider that the individual could perform their duties without bias or a perception of bias?

Managing bias and conflicts of interest in the selection and appointment process

Run a robust selection and appointment process

The best way to avoid and manage any concerns about bias and conflict of interest of DLC members is to run a robust selection and appointment process. See [Section 5.3](#) for more details.

Document your process

Document your selection and appointment process. If the council is challenged about an appointment (or the decision of a DLC), you will have documentation which can be made publicly available (subject to necessary privacy redactions).

Keep good notes of interviews, assessments of candidates, panel decisions and of course council decisions. Document the consideration of any potential bias or conflict of interest and the resulting conclusions. Make sure that all documents are filed in the council's electronic filing system and can be easily retrieved at a later date.



Managing bias and conflicts of interest in DLC decision making on specific applications

There are many ways that bias can be managed in the context of a specific application including:

- assessing the relationships between DLC members/chairs and applicants or parties to a hearing
- members excluding themselves
- appointing an outside commissioner if required
- allowing for concerns about bias prior to a hearing, for example:
 - all DLC members/chairs could have a photo and short biography on the council website
 - when an application is advertised and a committee is selected, the parties could be sent a link to the biographies
 - council could provide a timeframe for parties to state any concerns around bias of members prior to the hearing
- members making a declaration at the start of the hearing that they have no conflicts. Parties can object and be heard in 'chambers' if required
- the DLC referring the case to ARLA (s 170(a)).

For more information on managing conflicts of interest see the Office of the Auditor-General's guide – [Managing conflicts of interest: Guidance for public entities](#).

4. Considering your local context

Each territorial authority must establish and maintain a list of DLC members. You can have your own list or have a combined list with one or more other territorial authority. Each territorial authority must have at least one DLC; larger metropolitan centres may have more than one. This section of the guide focuses on your local context and what you need to think about in selecting, appointing and administering your DLC. It considers:

- 4.1 Local needs and demands
- 4.2 Achieving the right mix
- 4.3 Timing of appointments

4.1 Local needs and demands

DLCs in large metropolitan areas regularly deal with high numbers of applications. While the majority are still dealt with 'on the papers' (by the chair), these DLCs may have more than 20 public hearings a year. Depending on the number of members on the list and the practices of the council, these members are likely to be involved in many hearings. Some councils in larger cities have several DLCs and a pool of chairs that can rotate.

In contrast, many smaller towns or rural areas have only a few applications per year and even fewer public hearings. Councils in smaller provincial and rural areas may have only one chair (either an elected member or a commissioner), who takes part in every hearing. If you only appoint one chair, you will need to appoint a competent deputy chair who can cover the chair if they are on leave or unwell.

Where neighbouring councils have shared lists of DLC members, DLCs can cover multiple council areas. This can be useful in areas where there are few applications and members have less chance of being involved in a hearing and keeping their skills up to date.

You need enough members to cover each other's holiday or illness or any conflicts of interest. Four members must be available for each hearing: three for the hearing and one alternate in case of illness.

Things to think about:

The demand in your community

- What is the population of your city or district? Is it likely to change significantly in the next five years?
- How many applications do you generally receive each year? Is this likely to change significantly in the next five years (eg, as a result of rapid urban growth)?
- How many hearings have you had each year in the recent past? Is this likely to change significantly in the next five years?

The make-up of your DLC

- How many DLCs do you need to meet the demand in your community?
- How many members do you need?
- How many chairs/commissioners do you need?
- What should be the ratio of chairs/commissioners to members?
- Do you need your own list of members or could you share with neighbouring councils?
- Do you have enough members to cover illness, leave and conflicts?

4.2 Achieving the right mix

Consider the overall make-up of your DLC. It is unlikely that any individual, whether they are a chair, commissioner or list member, will bring all the skills, experience and qualities needed. Rather, it is important that you get the right mix of skills in the pool.

Elected members, commissioners and community members can bring different things to a DLC. You can use a combination of each to build a DLC that reflects the needs and skills of your community and council.

Different options include:

- **No elected members** – you can have commissioners as chairs and community members as list members. This approach can de-politicise the process, emphasising the independence and separation of the DLC from the elected members. It provides for elected members to advocate more broadly for their community on alcohol issues, ensuring no conflict of interest.
- **Commissioners and elected members** – if your elected members have great understanding of the local community but little experience in alcohol licensing, a commissioner can provide that knowledge and help build local capability.
- **Elected members and community members** – if you have elected members with the necessary skills and experience but you want to reflect your community (or particular parts of it) or broaden your skill base, you might include list members from the community.
- **Only elected members** – some councils value the local knowledge that elected members bring and so only have elected members on their DLCs. This can work if your elected members have the skills required for a DLC to function effectively, such as knowledge and experience of legislation, regulation, alcohol licensing, hearings and decision writing. However, this could increase the likelihood of conflict of interest, raise perceptions of bias, and reduce advocacy options for elected members to participate in hearings. The need to be available for hearings may also impact on their elected member duties.

4.3 Timing of DLC appointments

4.3.1 Tenure

Councils can appoint DLC members, chairs and commissioners for up to five years. They can be reappointed for one or more periods of up to five years.

A DLC member can resign at any time and can be removed for inability to perform functions, neglect, bankruptcy or misconduct.

Chairs who were appointed to the DLC as an elected member of council cannot remain on the DLC if they are no longer an elected member of the council. However, the council could choose to reappoint them as a commissioner if the individual has the knowledge, skills and experience relating to matters that are likely to come before the committee.

4.3.2 Timing of appointments

You need to think about when you will appoint members and for how long. You can predict the timing of some appointments – such as when a term ends or following local government elections. Some others will not be as predictable, for example if a member resigns during their term.

Some councils stagger their appointments or appoint members for different lengths of time so that terms do not all end at the same time. This can help with succession and maintaining knowledge within the DLC, but it can also be very resource intensive.

You need to start recruitment of new members several months before the expiry of an outgoing member. See [Section 5.3](#), which outlines the selection and appointment process in detail.



5. Running a robust selection and appointment process

Your selection and appointment process must be robust, transparent, objective and well managed. This section provides guidance to help you achieve this. It covers:

- 5.1 Who should be involved?
- 5.2 Attracting a wide pool of skilled candidates
- 5.3 The process in detail

5.1 Who should be involved?

5.1.1 Staff

Staff should run and manage the selection and appointment process. The staff who are usually involved include regulatory managers, DLC advisors and hearings advisors. Inspectors should not be involved. Staff should advise elected members on the selection and appointment process, run the selection process, and provide recommendations on appointments to council.

5.1.2 Elected members

Different councils involve elected members at different levels. Whatever involvement elected members may have, the key is to maintain transparency and objectivity in the process.

Many councils keep elected member involvement to a minimum: elected members are informed of the process at the start and approve staff recommendations for appointments at the end. Elected members have no active involvement in implementing the process or making decisions about who is appointed.

Other councils involve elected members at particular points in the process. For example, some councils who have elected members on their DLC include them on interview panels. Any elected members involved in the selection process would need to follow the selection criteria and assessment process in a transparent and objective manner, as with other members of the selection panel.

Remind elected members of the potential risks of not following good process (challenges to the appointment process and associated legal costs, reputational risks, a DLC without the necessary skills, poor decisions by the DLC, etc).

5.1.3 Members of Iwi or Māori committees

Several councils have provided for an Iwi or Māori voice in the selection and appointment process. You could do this by involving members of your local Iwi, Hapū or Māori advisory board/committee in: determining selection criteria; interviewing candidates; shortlisting; or making recommendations for selection.

5.1.4 External contractors

Some councils have used an external contractor to run the entire process. This can assist in providing transparency and independence from the council. However, this option can be costly and so may not be available to all councils.

5.2 Attracting a wide pool of skilled candidates

Section 2.2.2 outlined the skills, experience and knowledge that DLCs need. These include an understanding of alcohol-related harm and how it can be minimised; experience in legal processes; and skills to facilitate community participation.

Your DLC can be more effective if members have a thorough understanding of:

- the local community in which the DLC operates including the local Iwi, Hapū, and Māori communities
- the local community's concerns and expectations around alcohol and alcohol-related harm
- the nature of the licensing environment and alcohol-related harm in the community in which the DLC operates.

Try and attract as wide a range of candidates as possible. You might need to be proactive to attract candidates that have the necessary experience and reflect the community the DLC serves. Organisations that you might approach to seek a broader range of candidates could include:

- Hapū or Iwi organisations
- community health providers – including Māori, Pacific or migrant health providers
- legal associations – such as Community Law or the Māori Law Society
- youth organisations
- women's organisations such as the Māori Women's Welfare League or Rural Women New Zealand
- Māori Wardens.

5.3 The process in detail

- This section sets out the steps in process for selection and appointment of your DLC. It covers:
 1. Potential review of any appointment policy
 2. Preparation and planning
 3. Seeking council approval for the process
 4. Establishing an appointment panel
 5. Developing your documentation
 6. Advertising, notifying and proactively seeking out candidates
 7. Screening your applicants and assessing eligibility
 8. Carrying out the interviews
 9. Selecting your candidates and considering the mix of your DLC
 10. Providing recommendations to council on appointments
 11. Confirming contracts for services

1. Potential review of any appointment policy

If your council has an appointment policy, consider whether it needs a review before you start your selection and appointment process. If it does need to be reviewed, work out how long this will take, who will need to be involved, and whether council will have to sign off the final policy.

2. Prepare and plan

How many DLCs do you need?

Think about the demand in your community and how the make-up of your DLC can respond to this demand. You need an idea of how many DLCs you will need and whether you can share with neighbouring councils. Think carefully about the ratio of chairs/commissioners to members. For more information and questions to consider see [Section 4.1](#).

Elected members, commissioners, or community members?

Elected members, commissioners, and community members can bring different things to a DLC. You can use a combination of each to build a DLC that reflects the needs and skills of your community and council. [Section 2.2.2](#) looked at the skills needed for a DLC and the different options for getting these. Think about the skills that exist among your elected members and whether you need or want to seek candidates from the community.

Consider your process

Think ahead of time about how you will run your process:

- Who will run the process?
- Who else will be involved in the process and at which stages?
- Who will make decisions?
- Do you need to proactively seek out candidates? When and how will you do this?
- Who will be responsible for drafting key documents?
- What is your timeline?
- How will you communicate with people involved in the process?
- What will the process cost and is the money allocated in your budget?
- When does council need to make decisions or be informed?

Appointing elected members

Many councils appoint elected members to their DLC following local body elections as part of the process of assigning committee roles within council. The appointment of community members/ commissioners then happens on a different timeframe. Elected members are not usually interviewed in the same way as community members, so some of the steps set out in this process may not apply when appointing elected members to DLCs.

3. Seek council approval for the process

Draft a paper to council outlining your proposed process before you start it. You should cover:

- the number of DLCs, chairs, commissioners and members you propose to appoint
- when and how elected members will (and won't) participate in the process.

4. Establish an appointment panel

Based on the decisions made by council in Step 3, establish your appointment panel.

5. Develop your documentation

You will need several documents for applicants as well as internal documentation of the process. It is critical that you document your process accurately in case you are challenged at a later stage. You may want to involve your appointment panel in this step of the process, or they might lead this step.

For applicants you will need:

- advertisements
- job descriptions
- FAQs (optional).

In your communication to potential applicants you need to be clear about the role(s), the skills and experience required, eligibility criteria and conflicts of interest, along with likely time commitments and remuneration.

For your own processes you will need

- criteria for selection
- interview questions
- scoring sheet for candidates
- reports to council.

You can find examples and templates for these documents in **Section 8 of this guide**.

6. Advertise, notify and proactively seek out candidates

Seek out candidates through a range of channels including:

- your council website
- online job and career sites
- newspapers
- council's community and business networks
- Iwi, Hapū and Māori networks
- proactively seeking out potential candidates (see **Section 5.2 for more information**).

7. Screen your applicants and assess eligibility

Once applications have been received, the appointment panel will need to screen them for eligibility and skills. See Section 3 for more information on eligibility and Section 2.2.2 for more information on skills.

8. Carry out the interviews

The appointment panel will then carry out the interviews with the chosen candidates.

9. Select your candidates and consider the mix of your DLC

The interview panel will select their preferred candidates. As part of this process they will need to consider the overall mix of skills and how these match the skills required of a DLC. See Section 4.2 for more information on achieving the right mix.

This step will also cover: short-listing; acceptance of role; drawing up the contract for services.

10. Provide recommendations to council on appointments

Draft a paper to council with recommendations for appointment of members and commissioners. You might go through the relevant council committee before going to full council.

11. Confirm contracts for services

The final step in the process is to confirm the contract for services with members. Some councils only have contracts with list members who are not elected members. Others have contracts with all list members including elected members.



6. Dealing with challenges

Following the best practice set out in this guide will support you to run a robust, transparent and objective selection and appointment process. However, despite your best efforts, you are likely to run up against problems or face risks to your process. This section

provides some ideas for dealing with these risks and challenges. It is a good idea to talk with colleagues in your council or other councils if you are facing risks or challenges: you don't have to have all the answers.

Risk to the process/Challenges	Options
Difficulty attracting skilled candidates	<ul style="list-style-type: none"> Proactively seek out skilled candidates through relevant organisations or contacts Consider appointing a commissioner Consider having a combined members' list with neighbouring councils. This can provide a greater pool of skills and expertise to select from Think about training or mentoring to upskill your members (including regional and national training or mentoring) See Section 2.2.2 for information on skills required
<p>Your DLC does not have a good understanding of your community and the impacts of alcohol-related harm on it</p> <p>OR</p> <p>Your DLC does not reflect the community it serves</p>	<ul style="list-style-type: none"> Consider the current and projected demographics of your community. Is your community changing? If so, how? Proactively seek out skilled candidates through relevant organisations or contacts to address gaps Think about who is applying to your DLC and being appointed (and who isn't). Do you need to review your processes and documentation to attract different people? Consider having a combined members' list with neighbouring councils. This can provide a greater pool of skills and expertise to select from See Section 5.2 for more ideas
Politicisation of the process/ Councillors not supporting staff recommendations for appointments	<ul style="list-style-type: none"> Prepare and plan your process (see Section 5.3) Have a DLC Appointment Policy which sets out the process for appointments and reappointments Draft a paper to council outlining your proposed process before you start it. Clearly set out the roles of councillors and staff from the beginning. Seek council agreement to the process Remind elected members of the potential risks of not following good process (challenges to the appointment process and associated legal costs, reputational risks, a DLC without the necessary skills, poor decisions by the DLC, etc)
Too many members, chairs or commissioners	<ul style="list-style-type: none"> Prepare and plan your process (see Section 5.3) Consider the demand for alcohol licensing in your community and the make-up of the DLC to provide for it (see Section 4.1) Clarify your community's requirements in your initial paper to council Start small and add members later if necessary. It is easier to add members than remove them

7. Providing ongoing support for your DLC

Councils are responsible for resourcing and supporting DLCs so that they can fulfil their obligations under the Act effectively. The level and nature of support may vary across councils depending on their size and capability. All councils should provide an induction for new members.

Learning can be formal and structured (with associated costs) but it can also be informal and unstructured, for example meeting neighbouring DLCs for a morning tea or going out with Police and licensing staff on weekends. Different people have different learning styles: some like a written, formal document to take away and read; some prefer an informal chat. Talk to your members about their learning styles and what they would find helpful.

More experienced DLC members could provide mentoring to new members on a range of topics. Support could also come from council staff such as the DLC secretary or members of the council's legal team. Councils can hire external people to provide specific technical guidance, for example on hearing procedures, the assessment of evidence and submissions, and writing decisions.

Understanding the impact of alcohol-related harm on different communities is important for all DLC members. You might consider providing training opportunities for members to gain a deeper understanding of this, for example through access to health equity training, or attending a local hospital's emergency department.

In some regions, councils coordinate shared training for DLCs from across the region. Councils also hold regular training and invite DLCs from other areas to attend. This is a great way for DLCs to upskill and network.

Training support can also come from national bodies such as **Local Government New Zealand** and the **Health Promotion Agency** or the **national DLC network**. It is worth finding out about resources and training opportunities that these groups provide.



8. Tools and resources

Section 8 provides resources such as examples of advertisements, job descriptions and interview materials that you can use and adapt for your council.

- 8.1 Advertisements
- 8.2 Position description
- 8.3 Interview questions
- 8.4 Scoring sheet for candidates

We have not provided example contracts, but you can access **central government model contract templates** through the Ministry of Business, Innovation and Employment.



8.1 Advertisements

Advertisement Example 1

District Licensing Committee Members and Chairs

Great decision-making skills? Former alcohol licensing experience? We are calling for applications from persons interested in making alcohol licensing decisions to be part of [NAME] Licensing Committee.

The District Licensing Committee is responsible for determining all alcohol licences and manager's certificates in [AREA]. We are looking for applicants with strong skills and experience, including:

- relevant alcohol licensing experience in previous roles
- demonstrated knowledge of the Sale and Supply of Alcohol Act 2012 and how it is applied
- highly developed decision-making skills and investigative ability
- demonstrated knowledge of the hearing process
- an understanding of [AREA] communities and their expectations around alcohol licensing
- strong oral and written communication skills
- some knowledge of alcohol-related harm in [AREA].

Please note that applicants must not have any involvement, or the appearance of involvement, in the alcohol industry or alcohol retail business.

Applicants should be prepared for flexible working hours, noting that this is not a full-time role. Successful candidates will be contracted to [NAME] council and will not be employees of the council. Work will be on an 'as required' basis at the remuneration rate set by the Minister of Justice for a term that expires in June [year].

Preference will be given to candidates that live in the [NAME] area/region.

Any enquiries please contact [NAME] on [NUMBER].

Applications close on [date] at [time]

Applicants must apply via our website [WEBSITE] including a recent copy of their curriculum vitae, and if you are applying to be a chair or commissioner, examples of recent decisions you have written.

Advertisement Example 2

Expressions of Interest – New District Licensing Committee for [NAME] Council

Great decision-making skills? Former alcohol licensing experience? We are calling for applications from persons interested in making alcohol licensing decisions to be part of [NAME] Licensing Committee.

Expressions of interest are invited from suitable persons for consideration for appointment as the Commissioner and Licensing Committee Members. The District Licensing Committee consists of a Commissioner and two other Committee Members drawn from a list of members appointed by [NAME] Council.

The District Licensing Committee has responsibility for all local decisions on applications made under the Sale and Supply of Alcohol Act 2012, including:

- premises licence applications – new, renewals, variations
- new applications and renewals of manager's certificates
- applications for temporary authority
- special licences variations, suspensions and cancellations.

Council is keen to reflect the diversity of the community it serves and encourages applicants who can demonstrate:

- knowledge of alcohol licensing and the legal framework
- an understanding of the impact of alcohol-related harm on communities
- highly developed analytical and decision-making skills
- experience applying legislative and regulatory frameworks
- knowledge of and familiarity with the conduct of public hearings
- excellent verbal and written communication skills
- the highest standard of professional and personal integrity.

DLCs are quasi-judicial committees of Council with decisions being appealable to the Alcohol Regulatory and Licensing Authority. It is preferable that applicants for Commissioner or Chair have demonstrable experience in writing decisions in a legal context.

Further information on the roles, including application details, position competencies and remuneration can be found on Council's website.

Applicants should demonstrate how their ability to make decisions on alcohol matters and their experience of hearings processes will benefit Council's DLC.

Applications close on [date] at [time]

Applications should be made to:

The Secretary
[NAME] Licensing Committee
[ADDRESS]
Or by email to the Secretary of the District Licensing Committee [EMAIL]

8.2 Position description

Position Description Example 1 – Chair/Commissioner

[NAME] Council

POSITION DESCRIPTION

POSITION TITLE: Chairperson/Commissioner, District Licensing Committee

Position purpose

The purpose of this position is to chair a [NAME] District Council District Licensing Committee (DLC) that will consider and determine applications made under the Sale and Supply of Alcohol Act 2012.

More particularly, the functions of the DLC are to:

- consider and determine licence applications, renewals, variations, suspensions and cancellations
- consider and determine new applications for and renewals of manager's certificates
- consider and determine applications for temporary authority
- conduct inquiries and make reports to the Alcohol Regulatory and Licensing Authority (ARLA)
- with the leave of ARLA, refer applications to ARLA.

A DLC consists of three members appointed by a territorial authority for its district.

The DLC will have to issue reasoned decisions in writing and send copies to the relevant parties.

In its decision making, the DLC will have regard and, where applicable, give effect to the [NAME] Council Local Alcohol Policy.

Workload

The workload of the DLC will depend on the number of applications received and the number of these applications that are objected to by members of the public or where reporting agencies are in opposition. All uncontested applications are to be considered on the papers by the Chairperson/Commissioner, while contested applications are considered by the full DLC.

A DLC can transfer an application to ARLA for its consideration, with the agreement of the Chair of ARLA.

The table attached as Appendix A outlines the types and numbers of applications that have historically been lodged at [NAME] Council:

As formal meetings will only be required for contested applications, an estimate has been made as follows based on historical data:

- Chair: 7 hours per week to consider and determine uncontested applications
- Full DLC: 3 half day hearings per annum (total one and half days)

Remuneration

As determined by the Minister of Justice in accordance with the Cabinet fees framework, the DLC Chair will receive remuneration at a rate of \$624.00 per day or \$78.00 per hour for part days.

The DLC Chair will also be reimbursed for reasonable expenses incurred in the discharge of duties associated with the position.

Duration of appointment

The appointment will be for a period of up to five years. The appointee may be reappointed for one or more further terms.

A Chairperson/Commissioner may resign from office at any time by written notice to the relevant territorial authority.

The territorial authority may at any time remove a member of a DLC or a Chairperson/Commissioner appointed to a DLC for inability to perform the functions of office, bankruptcy, neglect of duty, or misconduct, proved to the territorial authority's satisfaction.

Person specification

A person can only be appointed as a Chairperson/Commissioner if that person is of good standing in the community and has the necessary knowledge, skill and experience relating to matters that are likely to come before the DLC.

Additionally, a person must not be a Chairperson/ Commissioner or DLC member if:

- a. the territorial authority believes that person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias; or
- b. the person is a constable, a Medical Officer of Health, an inspector (Alcohol Licensing), or an employee of the territorial authority.

Attached is the *LGNZ Guide to Selecting and Appointing District Licensing Committees*, which sets out skills expected for a Chair/Commissioner.

Important functional relationships

Internal

- DLC Secretariat staff
- Other staff of the [NAME] Council

External

- Police
- Medical Officers of Health representatives
- Licensing inspector(s)
- Fire and Emergency NZ
- ARLA

Appendix A

Types and numbers of applications that have historically been lodged at [NAME] District Council:

TYPE	1 July 2017 – 30 June 2018	1 July 2016 – 30 June 2017	1 July 2015 – 30 June 2016	1 July 2014 – 30 June 2015	1 July 2013 – 30 June 2014
Special licences					
On-licences					
Club licences					
Off-licences					
Manager's certificates					
Temporary authorities					
TOTAL					
Number of hearings held					

Position Description Example 3 – List Member

[NAME] Council

POSITION DESCRIPTION

POSITION TITLE: List Member, District Licensing Committee

Position purpose

The purpose of this position is to act as a List Member of a [NAME] Licensing Committee (DLC) that will consider and determine applications made under the Sale and Supply of Alcohol Act 2012.

More particularly, the functions of the DLC are to:

- consider and determine licence applications, renewals, variations, suspensions and cancellations
- consider and determine new applications for and renewals of manager's certificates
- consider and determine applications for temporary authority
- conduct inquiries and make reports to the Alcohol Regulatory and Licensing Authority (ARLA)
- with the leave of ARLA, refer applications to ARLA.

A DLC consists of three members appointed by a territorial authority for its district.

The [NAME] Council has an appointed Chairperson/Commissioner to chair the DLC.

The Council will maintain a list of DLC members from which members will be appointed to sit in accordance with terms of reference agreed by the Council.

The DLC will issue reasoned decisions in writing and send copies to the relevant parties.

In its decision-making, the DLC will have regard and, where applicable, give effect to the [NAME] Council Local Alcohol Policy.

Workload

The workload of the DLC will depend on the number of applications received and the number of these applications that are objected to by members of the public or where reporting agencies are in opposition. All uncontested

applications are to be considered on the papers by the Chairperson/Commissioner, while contested applications are considered by the full DLC.

A DLC can transfer an application to ARLA for its consideration, with the agreement of the Chair of ARLA.

The table attached as Appendix A outlines the types and numbers of applications that have historically been lodged at [NAME]:

As formal meetings will only be required for contested applications, an estimate has been made as follows based on historical data:

- Chairman: 7 hours per week to approve uncontested applications
- Full DLC: 3 half day hearings per annum (total one and a half days)

List members will be rotated as required to sit at hearings; rotation will be influenced by such factors as availability, location of hearing, territorial locality of premises involved, conflict of interest etc.

Remuneration

As determined by the Minister of Justice in accordance with the Cabinet fees framework, a DLC list member will receive remuneration at a rate of \$408.00 per day or \$51.00 per hour for part days.

A list member will also be reimbursed for reasonable expenses incurred in the discharge of duties associated with the position.

Duration Of Appointment

The appointment will be for an initial period of up to five years. The appointee may be reappointed for one or more further terms of up to five years.

A list member may resign from office at any time by written notice to the relevant territorial authority.

The territorial authority may at any time remove a list member of a DLC for inability to perform the functions of office, bankruptcy, neglect of duty, or misconduct, proved to the territorial authority's satisfaction.

Person specification

A person must not be approved to be included on the DLC members' list unless that person has experience relevant to alcohol licensing matters.

Additionally, a person must not be a DLC list member if:

- the territorial authority believes that person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias; or
- the person is a constable, a Medical Officer of Health, an inspector (Alcohol Licensing), or an employee of the territorial authority.

Attached is the LGNZ Guide to Selecting and Appointing District Licensing Committees.

Important functional relationships

Internal

- DLC Secretariat staff
- Other staff of the [NAME] Council

External

- Police
- Medical Officers of Health representatives
- Licensing inspectors
- Fire and Emergency NZ
- ARLA

Appendix A

Types and numbers of applications that have historically been lodged at [NAME] District Council:

TYPE	1 July 2017 – 30 June 2018	1 July 2016 – 30 June 2017	1 July 2015 – 30 June 2016	1 July 2014 – 30 June 2015	1 July 2013 – 30 June 2014
Special licences					
On-licences					
Club licences					
Off-licences					
Manager's certificates					
Temporary authorities					
TOTAL					
Number of hearings held					

8.3 Interview questions

Interview Questions Example 1 – List Member

Position	DLC Member
Applicant	
Panel member	
Date	

Compulsory conflict of interest question:

Can you confirm that there is no potential, perceived or actual conflict of interest between any current professional or private interests you may have and [NAME] Council? (eg, Do you or a family member have a private business that does or potentially may do business with [NAME] Council?)

Opening question: What attracted you to apply for this position?

What do you consider are the community concerns and expectations around alcohol and addressing alcohol-related harm for this territorial authority?

How do you think we can address these concerns through alcohol licensing?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Can you tell us about your knowledge and experience in working with legislation?

1. What is your understanding of the Sale and Supply of Alcohol Act 2012 and its purpose?

2. What is your understanding of the role of DLC committees and members?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Can you tell us about your experience in meeting protocols ie, types of meetings you have been involved with and your role/responsibilities?

Describe your specific role.

Exactly what did you do?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Can you tell us about a time you were involved in a decision-making process with multiple stakeholders with differing views?

What was the situation?

How did you approach this?

What was challenging?

What did you do?

What was the end result?

Little or no evidence	Some evidence	Good Evidence	Strong Evidence
1	2	3	4

What are the key communication strengths you will bring to this role, and how have you demonstrated these in previous roles?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

What do you think are the key requirements for working as a team, and how have you demonstrated these in previous roles?

Little or no evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Please confirm the time you are able to commit to the DLC:

Post questions:

Ask candidate if they have any questions

Confirm referee details on CV. We will tell candidate of our intention to contact referees

Interview Questions Example 2 – Commissioner

Position	DLC Commissioner
Applicant	
Panel member	
Date	

Compulsory conflict of interest question:

Can you confirm that there is no potential, perceived or actual conflict of interest between any current professional or private interests you may have and [NAME] Council? (eg, Do you or a family member have a private business that does or potentially may do business with [NAME] Council?)

Opening question – What attracted you to apply for this position?

1. Can you tell us about your experience in chairing committees?

2. Can you tell us about the most challenging committee/board decision-making process you have been involved in?

What was your role?

What factors did you consider?

What were the risks?

What was the outcome?

How did you address being challenged on perceived bias or pre-determined outcomes?

3. Can you tell us about your understanding of the powers of a Commission of Inquiry, and how it would relate to your role as Commissioner?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

1. An expectation of the role of Commissioner is writing legal decisions, in particular from licensing hearings. Can you tell us about the most complex legal decision or legal report that you have written?
2. What factors do you take into account when preparing and writing reports/decisions?

1. What do you consider are the community concerns and expectations around alcohol and addressing alcohol-related harm for this territorial authority?
2. How do you think we can address these concerns through alcohol licensing?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

1. What is your experience in working with the Sale and Supply of Alcohol Act 2012?
2. How do you ensure that you keep up to date with current trends/case law/and legal considerations in relation to the Sale and Supply of Alcohol Act?

What are the key leadership and communication strengths you will bring to this role, and how have you demonstrated these in previous roles?

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Little or No Evidence	Some Evidence	Good Evidence	Strong Evidence
1	2	3	4

Council is moving towards end-to-end electronic processing of licensing applications.

What challenges would receiving electronic application packs, and writing and issuing of electronic decisions present to you in your role as Commissioner? What support would you require to undertake this processing?

Please confirm the time you are able to commit to the DLC:

Post questions

Ask candidate if they have any questions

Interview close

Confirm referee details on CV. We will tell candidate of our intention to contact referees

Interview Questions Example 3 – Generic

Interview Questions for Members of the [NAME] District Licensing Committee

1. What were the key factors that made you decide to register your interest as a member of the District Licensing Committee?
 - a. What are the main strengths you could bring to this role?
 - b. What is your current knowledge of what the District Licensing Committee does?
2. How would you proceed to advocate for your viewpoint effectively to the other Committee members during a hearing?
 - a. What is your style in dealing with conflicting viewpoints?
3. How do you assimilate new information? eg, Are you a note taker, do you research your topic etc?
 - a. After you have a clear overview of the topic, how do you demonstrate an understanding of what this means and articulate it to a varied audience?
4. Where do you see the value in research documents and overseas literature/studies in assisting the Committee when making a decision?
5. How do you think the balance should be addressed between the perceived harm and other social consequences in the community and the need for a vibrant inner city precinct?
 - a. Do you have a personal opinion on this topic?
6. How do you believe you can represent the diversity of our community?
 - a. Can you share with us your experience of dealing with a diverse range of people?
7. What in your opinion is the driving force of the Sale and Supply of Alcohol Act?
8. It is important that we engage with our stakeholders at all levels. What are some of the key factors that you think would put people at ease if they were appearing before the Committee?
9. What awareness do you think is necessary in regard to the decisions of the Committee where ultimately these decisions could result in having a detrimental impact on the livelihood of the applicants?
10. If appointed to the Committee, do you think that you would be open to criticism by our community for any perceived conflict of interest or bias?
 - a. If so, can you share this with us?
11. Do you have any questions for the panel?

8.4 Scoring sheet for candidates

Scoring Sheet Example 1 – List Member

Applicant evaluation – DLC list member

Follow the three steps below to tally the applicant's interview score:

Scoring:

Complete your scoring straight after the interview is complete and the applicant has left the room. The panel will discuss and agree on a score using the Competency Rating at the bottom of each page.

How to work out your Applicant Total Score:

First work out the weighted score, after which you can tally the Total Score. Follow the instructions in the header of the scoring table and example table below. Finally, add the total scores together to determine the Applicant Total Score.

Example:

Key requirement/competency	Score	Weighting	Weighted score	Total score
Customer Service	2	20	2 x 20 = 40	40 divided by 4 = 10

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Applicant name				
Interview panel				
Date & time				
Competency/ Key requirements	Score (Out of 4)	Weighting (All weightings should add up to 100)	Weighted score (Score x weighting)	Total score (Weighted score divided by 4)
Experience relevant to alcohol licensing • Knowledge of the Act and/or licensing		20		
Understanding of alcohol-related harm		20		
Understanding of community expectations around alcohol licensing		15		
Experience in a legislative or regulatory framework		10		
Familiarity with public meeting and hearings • Knowledge of meeting protocols		10		
Decision making • Understands written decision making		10		
Communication • Good oral communication skills • Skills in questioning • Good listener		10		
Team work • Ability to work as part of a team • Understands role requirements		5		
SUB-TOTALS		100		
APPLICANT TOTAL SCORE				/100

Scoring Sheet Example 2 – Commissioner

Applicant evaluation – DLC Commissioner

Follow the three steps below to tally the applicant's interview score:

Scoring:

Complete your scoring straight after the interview is complete and the applicant has left the room. The panel will discuss and agree on a score using the Competency Rating at the bottom of each page.

How to work out your Applicant Total Score:

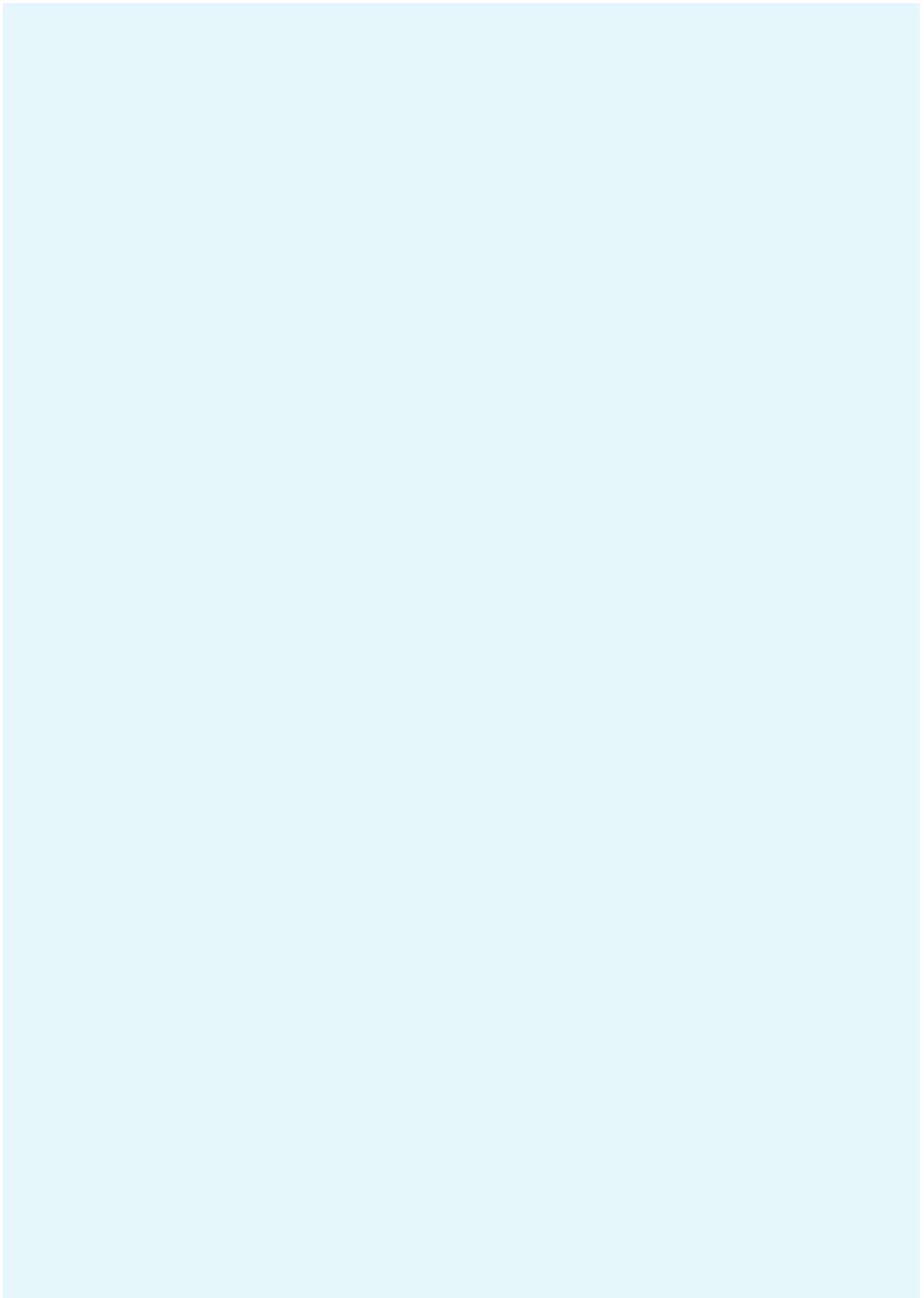
First work out the weighted score, after which you can tally the Total Score. Follow the instructions in the header of the scoring table and example table below. Finally, add the total scores together to determine the Applicant Total Score.

Example:

Key requirement/competency	Score	Weighting	Weighted score	Total score
Customer Service	2	20	$2 \times 20 = 40$	40 divided by 4 = 10

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Applicant name				
Interview panel				
Date & time				
Competency/ Key requirements	Score (Out of 4)	Weighting (All weightings should add up to 100)	Weighted score (Score x weighting)	Total score (Weighted score divided by 4)
Chairing formal committees or tribunals <ul style="list-style-type: none"> • Knowledge and experience of the hearings procedure • Understanding Commission of Inquiry powers 		25		
Writing decisions in a legal context <ul style="list-style-type: none"> • Understanding and interpreting case law • Preparing and writing legal decisions 		20		
Experience relevant to alcohol licensing <ul style="list-style-type: none"> • Knowledge of the Act • Experience of legal and regulatory alcohol environment • Knowledge of alcohol licensing 		15		
Understanding of community expectations around alcohol licensing		10		
Understanding of alcohol-related harm		10		
Leadership and decision making <ul style="list-style-type: none"> • Considers information in an unbiased way • Operates independently • Shows balanced assertiveness 		10		
Communication <ul style="list-style-type: none"> • Strong oral and written communication skills • Skills in questioning 		10		
SUB-TOTALS		100		
APPLICANT TOTAL SCORE				/100



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Extracts from the Sale and Supply of Alcohol Act 2012

186 Territorial authorities to appoint district licensing committees

Each territorial authority must appoint 1 or more licensing committees as, in its opinion, are required to deal with licensing matters for its district.

187 Functions of licensing committees

A licensing committee's functions are—

- (a) to consider and determine applications for licences and manager's certificates; and
- (b) to consider and determine applications for renewal of licences and manager's certificates; and
- (c) to consider and determine applications for temporary authority to carry on the sale and supply of alcohol in accordance with section 136; and
- (d) to consider and determine applications for the variation, suspension, or cancellation of special licences; and
- (e) to consider and determine applications for the variation of licences (other than special licences) unless the application is brought under section 280; and
- (f) with the leave of the chairperson for the licensing authority, to refer applications to the licensing authority; and
- (g) to conduct inquiries and to make reports as may be required of it by the licensing authority under section 175; and
- (h) any other functions conferred on licensing committees by or under this Act or any other enactment.

188 Powers of licensing committees

A licensing committee has all the powers conferred on it by or under this Act or any other Act, and all powers as may be reasonably necessary to enable it to carry out its functions.

189 Composition of licensing committees

- (1) Each licensing committee consists of 3 members appointed by the territorial authority for that territorial authority's district.
- (2) A territorial authority must appoint 1 member as the chairperson and that person must be a member of that territorial authority or a commissioner appointed to the licensing committee.
- (3) A territorial authority may appoint a member of that territorial authority to be deputy chairperson, and act in place of the chairperson if the chairperson is unable to act because of illness or absence from New Zealand, or for other sufficient reason.
- (4) While acting in place of the chairperson, the deputy chairperson is a member of the committee and has all the powers and duties of the chairperson.
- (5) No act done by the deputy chairperson serving as acting chairperson in the chairperson's absence, and no acts done by the committee while the deputy chairperson is so serving, can in any proceedings be questioned on the ground that the occasion for his or her so serving had not arisen or had ceased.
- (6) The other 2 members of each licensing committee must be appointed from the territorial authority's list maintained under section 192.

(7) For the purposes of subsection (2), a member of a territorial authority means an elected member of a territorial authority and, in relation to the Auckland Council, includes a member of the governing body (as defined in [section 4](#) of the Local Government (Auckland Council) Act 2009) or a member of a local board established under [section 10](#) of that Act.

190 Meetings of licensing committees

(1) Meetings of a licensing committee may be held at any time and place it or its chairperson decides.

(2) At a meeting where 3 members are present, the decision of a licensing committee on any matter is determined by a majority of the valid votes recorded on it.

191 Quorum

(1) Except as provided in subsection (2), at any meeting of a licensing committee, the quorum necessary is 3 members.

(2) At a meeting to consider and determine an application of a kind listed in subsection (3) where no objection has been filed and no matters of opposition have been raised under section 103, 129, or 141, the quorum necessary is 1 member who must be the chairperson.

(3) The applications are:

(a) an application for a licence:

(b) an application for a manager's certificate:

(c) an application for renewal of a licence or manager's certificate.

192 Territorial authority to establish and maintain list of licensing committee's members

(1) A territorial authority must either—

(a) establish, maintain, and publish its own list of persons approved to be members of the territorial authority's licensing committee or committees; or

(b) together with 1 or more other territorial authorities, establish, maintain, and publish a combined list of persons jointly approved by those authorities to be members of the territorial authorities' licensing committees.

(2) A territorial authority must not approve a person to be included on the list unless that person has experience relevant to alcohol licensing matters.

(3) A person may be approved for inclusion on the list for a period of up to 5 years and may be approved for any 1 or more further periods of up to 5 years.

(4) The name of a person must be removed from the list—

(a) when 5 years have elapsed since the territorial authority approved the person's name on the list unless the approval is renewed under subsection (3); or

(b) if the person resigns or is removed under section 194.

(5) A person must not be included on the list if—

(a) the territorial authority believes that person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias; or

(b) the person is a constable, a Medical Officer of Health, an inspector, or an employee of the territorial authority.

193 Appointment of commissioners

(1) The chief executive of a territorial authority may, on the recommendation of the territorial authority, appoint a commissioner or commissioners to any of the territorial authority's licensing committees and any person so appointed has all the functions, powers, and duties of the chairperson of the licensing committee.

(2) The chief executive may only appoint a person as a commissioner if that person is of good standing in the community and has the necessary knowledge, skill, and experience relating to matters that are likely to come before the committee.

(3) A person must not be appointed as a commissioner if—

(a) the territorial authority believes that person has, directly or by virtue of his or her relationship with another person, such an involvement or appearance of involvement with the alcohol industry that he or she could not perform his or her duties without actual bias or the appearance of bias; or

(b) the person is a constable, a Medical Officer of Health, an inspector, or an employee of the territorial authority.

(4) A commissioner appointed under this section holds office for a term, stated when the commissioner is appointed, of up to 5 years and may be reappointed for 1 or more further periods of up to 5 years.

194 Resignation or removal

(1) A member of a licensing committee or a commissioner appointed to a licensing committee may resign from office at any time by written notice to the relevant territorial authority.

(2) A chairperson of a licensing committee ceases to be a chairperson if he or she ceases to be a member of the licensing committee's territorial authority.

(3) The territorial authority may at any time remove a member of a licensing committee or a commissioner appointed to a licensing committee for inability to perform the functions of office, bankruptcy, neglect of duty, or misconduct, proved to the territorial authority's satisfaction.

195 Fees and allowances for members

(1) A member of a licensing committee is entitled to receive remuneration not within subsection (2) for services as a member at a rate and of a kind determined by the Minister in accordance with the fees framework.

(2) A member of the licensing committee is entitled, in accordance with the fees framework, to be reimbursed for actual and reasonable travelling and other expenses incurred in carrying out his or her office as a member.

(3) For the purposes of this section, **fees framework** means the framework determined by the Government from time to time for the classification and remuneration of statutory and other bodies in which the Crown has an interest.

(4) A commissioner is to be treated as a member of a licensing committee for the purposes of this section.

8.2 DRAFT SOLID WASTE MANAGEMENT AND MINIMISATION BYLAW 2020 - APPROVAL FOR PUBLIC CONSULTATION

Author: Nienke Itjeshorst, Sustainability & Resilience Manager

Authoriser: Sean Mallon, Group Manager Infrastructure Services

PURPOSE OF REPORT

1. This report presents the proposed new Solid Waste Management and Minimisation Bylaw 2020 (hereafter referred to as 'the draft Bylaw') and seeks Council approval to undertake public consultation on the proposed draft Bylaw.
2. This report is intended to be read in conjunction with the attached information:
 - i) Statement of Proposal for public consultation (Appendix 1)
 - ii) The proposed Solid Waste Management and Minimisation Bylaw including proposed Bylaw controls (Appendix 2)

DELEGATION

3. Section 143 of the Local Government Act 2002 gives Council the power to make a bylaw.

BACKGROUND

4. In August 2017, the Council adopted the Wellington Region Waste Management and Minimisation Plan (2017-2023) (WMMP). This regional-level plan was collaboratively developed and subsequently adopted by the eight territorial authorities of the Wellington Region.
5. Within the WMMP the eight councils agreed to investigate and if feasible develop, implement and oversee monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws.
6. In May 2019, the Solid Waste Services Manager briefed Council on the potential bylaw context and the scope of (existing and new) issues to be addressed in a new regional bylaw template.
7. A new draft Solid Waste Management and Minimisation Bylaw has subsequently been developed. In an effort to promote regional consistency across solid waste management and minimisation, the draft provisions were collaboratively developed by officers from the eight territorial authorities in the Wellington Region. The first regional template was approved by the Joint Committee of the WMMP in December 2019.
8. Council was briefed on this first regional template (now called the draft Bylaw) on 18 February 2020 and provided formal feedback on the draft Bylaw to the Joint Committee of the WMMP at a Council meeting on 27 February 2020.
9. For 27 February Council meeting a report was provided that discussed:
 - background information to the WMMP and the drafting process of the bylaw
 - the legislative context that sets out Council's legal obligations to encourage effective and efficient waste management and minimisation under various Acts
 - Councils obligations with regard to reviewing bylaws made under the Local Government Act every 10 years and
 - The report provided a comparison of the draft regional template with the current Kāpiti Solid Waste Bylaw 2010 and discussed proposed new and extended provisions.
10. The report to Council can be accessed through this link [Draft Wellington Region Waste Management & Minimsation Bylaw Template 27 February](#).

11. The feedback received from the eight Councils was incorporated in the draft Bylaw provisions and a legal review was carried out of the draft Bylaw in April.
12. Officers of the eight Councils have now gone back to their respective Councils and proposed the approval of one suite of regionally consistent bylaw provisions (the draft Bylaw) for public consultation. Consultation is planned by all Councils in the period of August/September 2020.
13. Council has the ability under the proposed Bylaw to adopt controls to support the implementation of the Bylaw by way of public notified Council resolution following the adoption of the proposed bylaw.
14. To enhance transparency around the process of creating the proposed Bylaw, it is proposed to also publicly notify the proposed set of controls that specify operational standards relevant to waste management and minimisation within the Kāpiti Coast District. The proposed controls cover mostly already existing operational standards that currently are incorporated in the 2010 Solid Waste Bylaw provisions but these have been updated where needed to reflect the current waste collections services delivery in the District. The proposed controls are set out in schedule 1 of the Bylaw in Appendix 2 of this report.
15. Council approval is sought to release the proposed bylaw for public consultation between 7 August and 11 September 2020.
16. Following public consultation, a hearing has been planned for 29 October 2020 where a summary report of submissions will be presented and submitters will be heard. The final Bylaw will be presented to Council for consideration and adoption on 26 November 2020.

DISCUSSION OF THE PROPOSED BYLAW

Identified waste issues and options for management of those issues

17. The waste management and minimisation issues and justification as to why bylaw provisions are proposed to manage these issues as the most appropriate response, have been discussed in the 27 February 2020 Council report, in more detail in the attached Statement of Proposal (**Appendix 1**) and in the report to the Wellington WMMP Joint Committee on 9 December 2019. The (issues and options) report to the Joint Committee can be accessed through this link [WMMP Joint Committee 9 December - Issues and Options paper](#)
18. For the purpose of keeping this report concise and without repeating the in depth discussions of issues and proposed solutions offered in Appendix 1 and the linked reports, only a summary of the key points is offered in this report.

Summary

19. The waste issues that were identified early in the process by the eight Councils and are now proposed to be managed through new and updated bylaw provisions include:
 - Ensuring efficient and effective waste management;
 - Managing waste storage, disposal and collection activities to minimise public nuisance issues and adverse impacts on urban amenity;
 - Littering, waste and public nuisance caused by unaddressed mail and advertising;
 - Limited, incomplete and inconsistent waste data;
 - Reducing construction and demolition (C&D) waste; and
 - Event waste management and minimisation.
20. The proposed draft Bylaw provides a regulatory response to these issues that are present within the eight districts of the Wellington Region.
21. Not every issue is present in the same manner in every district as there are known differences between for example the Kāpiti District and Wellington City. The draft Bylaw was developed to be comprehensive and provide a regionally consistent approach and as such covers all these issues while at the same time future proofing the bylaw for the next 10 years.

22. The proposed Bylaw together with the proposed bylaw controls regulate these issues and a wider range of waste management and minimisation activities.
23. New waste management-related provisions for Kāpiti include waste management planning and service standards for multi-unit developments, and a provision to limit unnecessary distribution of unaddressed advertising material.
24. The bylaw also contains a new set of waste minimisation standards, which are proposed to align with standards set by the seven other Councils of the Wellington Region. These provisions will enable the Councils to require the consideration of waste minimisation associated with construction and demolition projects, and establish a regional event waste minimisation planning standard.
25. In accordance with s155(2) of the Local Government Act, the proposed bylaw is considered to be the most appropriate form of bylaw and a necessary in response to the District's waste management and minimisation-related issues.

RECOMMENDATION

26. The Council's existing Solid Waste Bylaw 2010 provisions need updating to reflect current service delivery standards and better support Council's WMMP outcomes. Council also needs to review its current bylaw in accordance with Local Government Act 2002 (LGA) requirements. The regional review process and timing of this process ensures that this is achieved.
27. The proposed draft Bylaw reflects the collaborative effort of all the territorial authorities in the region to establish a new regionally consistent regulatory framework that provides continuity for waste service operators. It also supports a regionally consistent approach towards the promotion of waste minimisation and regulation.
28. For these reasons, it is considered necessary and appropriate to recommend that Council approves the proposed Bylaw for public consultation.
29. The Council has the option to release the proposed bylaw controls for public information in conjunction with the bylaw or to release the proposed bylaw for consultation without the proposed draft controls.
30. The first approach to release the proposed controls as schedule 1 of the draft Bylaw for public information is recommended, as it may help promote regulatory transparency and operational understanding of the bylaw.

CONSIDERATIONS

Policy considerations

31. The main policy document for waste management and minimisation is the Wellington Region Waste Management and Minimisation Plan (WMMP) 2017-2023. This collaboratively developed regional-level plan identified as one of the actions the investigation and development of a regional bylaw, or a suite of regionally consistent bylaws.

Legal considerations

32. The Council may make bylaws under sections 145 and 146 of the LGA, for the purposes of:
 - a) protecting the public from nuisance;
 - b) protecting, promoting, and maintaining public health and safety;
 - c) minimising the potential for offensive behaviour in public places;
 - d) regulating waste management; and
 - e) regulating solid waste.

33. Under section 56 of the Waste Minimisation Act 2008 Territorial Authorities may make bylaws for a number of purposes including for example for the regulation the collection and transportation of waste.
34. The complete legislative context for the making of bylaws relating to waste is described in detail under 'legislative requirements' in the Statement of Proposal attached to this report as **Appendix 1**.
35. The proposed draft Bylaw including the proposed controls has been reviewed by legal experts and also by Council's internal legal team.
36. This regional bylaw process ensures that Kāpiti's existing 2010 Solid Waste Bylaw is reviewed within the legal timeframes as prescribed by the LGA.
37. The LGA 2002 also requires that Council consult with the community on the bylaw review, and give public notice of when the new bylaw comes into operation. This report seeks Council approval to start public consultation on the draft Bylaw.

Financial considerations

38. There are no financial considerations in relation to seeking approval for public consultation.
39. Any additional work associated with the implementation of the proposed Bylaw and more specifically the assessment of waste minimisation plans is planned to be delivered within the team based on the assumption that two waste minimisation officers will continue to be available.
40. A small budget for enforcement is already included in the waste management operational budgets.

Tāngata whenua considerations

41. Te Whakaminenga o Kāpiti was briefed on 30 June 2020 on the waste issues identified during the review process and on the draft Bylaw provisions that are proposed to manage and regulate those issues.

Strategic considerations

42. The proposed draft Bylaw will support Council's goal of reducing waste to landfill with 30% by 2026, as has been adopted through the 2017 WMMP. A new bylaw with an increased focus on reducing waste to landfill through regulations for waste minimisation also supports emissions reductions.
43. Management of waste and litter in the public space as well as supporting reduction of waste to landfill aligns with Council's goals of making Kāpiti an attractive and distinctive place, offer a high quality natural environment and supports An Effective Response to Climate Change (emissions reduction).

SIGNIFICANCE AND ENGAGEMENT

Significance policy

44. This matter has a low level of significance under Council's Significance and Engagement Policy.

Consultation already undertaken

45. Community Board members were invited and attended the briefings held in 2019 and February 2020.

Engagement planning

46. A communications and engagement plan has been developed to support the public consultation process. As part of consultation two walk in sessions will be held for two specific

stakeholder groups; the buildings/design sector and event organisers. These stakeholder groups will also be separately notified (where possible) of the consultation in addition to the usual and required notification of consultation.

47. The information to be made available to the public for consultation on the draft Bylaw has been produced in accordance with LGA requirements and Council's Significance and Engagement Policy.

Publicity

48. Publicity and other communications have been included in the communications and engagement plan that has been developed.

RECOMMENDATIONS

- 1 That the Council approves the draft Solid Waste Management and Minimisation Bylaw 2020 for public consultation in accordance with the Special Consultative Procedure as set out by the Local Government Act 2020

APPENDICES

1. Appendix 1 - Statement of Proposal Draft Solid Waste Management and Minimisation Bylaw 2020 [↓](#) 
2. Appendix 2 - Final draft Kapiti Solid Waste Management and Minimisation Bylaw July 2020 for consultation [↓](#) 



**STATEMENT OF PROPOSAL TO ADOPT THE KAPITI COAST
DISTRICT COUNCIL SOLID WASTE MANAGEMENT AND
MINIMISATION BYLAW 2020**

July 2020

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Have your say

The Council invites your views on the proposed new Kapiti Coast District Council Solid Waste and Minimisation Bylaw 2020.

To have your say on the proposed Bylaw you can:

- make a submission online via Council's online submission portal. Go to <http://consult-kapiticoast.objective.com/portal> and click on '2020 Solid Waste Management and Minimisation Bylaw Review'.
- email your submission form to submissions@kapiticoast.govt.nz marked draft 2020 Solid Waste Management and Minimisation Bylaw.
- make a submission in writing, using the submission form. Submissions can be dropped off at Council or a Council Service Centre or they can be mailed to:

Kapiti Coast District Council
Private Bag 60601
Paraparaumu 5254

- make an oral submission. You can speak directly to the councillors as part of oral hearings. They are scheduled for Thursday 29th October 2020. Please indicate in your submission if you wish to be heard by councillors and ensure you have included your contact details.

You can get more copies of the consultation documents online at kapiticoast.govt.nz, the Council's Service Centres, libraries, and by emailing submissions@kapiticoast.govt.nz or by phoning 04 296 4700.

The formal consultation period will be from Friday 7 August to 5pm on Friday 11 September 2020.

Submissions will be heard on Thursday 29 October 2020.

What happens to your feedback?

Your submission, those of other submitters and will help inform Councillors and finalise the new waste

CONSULTATION AND NEXT STEPS

- 1.1 Please submit your feedback on the proposed Bylaw by 5pm on Friday 11 September 2020.
- 1.2 A report on the submissions will be considered by Council on 26 November at the same time as Council will consider adopting the Bylaw.

a) Activity	b) Date
c) Council approved the draft 2020 bylaw and this Statement of Proposal for public consultation	d) 30 July 2020
e) Submissions open	f) 7 August 2020
g) Submissions close	h) 11 September 2020
i) Hearing of submitters	j) 29 October 2020
k) Council decision to adopt bylaw	l) 26 November 2020

INTRODUCTION

- 1.3 This Statement of Proposal presents the proposed Draft Kapiti Coast District Council Solid Waste Management and Minimisation Bylaw 2020 (hereafter the Bylaw)
- 1.4 The Council has reviewed the current 2010 Solid Waste Bylaw and this review process has identified issues to be addressed in order for the Bylaw to effectively provide for a better response to the Wellington Region Waste Management and Minimisation Plan (WMMP), the NZ Waste Strategy and the Waste Minimisation Act 2008, and at the same time future proof this response for the next 10 years.
- 1.5 The new propose Bylaw will enable the Council to meet its legal obligations and more effectively manage the negative impacts of waste on the environment and manage waste management activities in the public space, as well as ensure the protection of the health and safety of the public and those involved in waste management.
- 1.6 The proposed Bylaw has updated and extended the Council's current Solid Waste Bylaw provisions to ensure the requirements are clear, relevant and regionally consistent with current legislation, national practices, and with Council's Waste Management and Minimisation Plan and broader waste minimisation goals. Three provisions in the proposed Bylaw are new for the Kāpiti District. The provisions will enable the Council to take action on particular issues where this has not previously been possible and relate to multi-unit dwellings, unaddressed mail and the introduction of waste management plans for buildings/developments.
- 1.7 The proposed Bylaw will be a new bylaw. If adopted, it will be established as a standalone bylaw, and Part 7 (Solid Waste Bylaw 2010) of the existing Kapiti General Bylaw 2010 will be revoked.

- 1.8 This Statement of Proposal has been prepared in accordance with section 86 of the Local Government Act 2002 (LGA) and provides information about the review process and whether it is appropriate to have the proposed Bylaw for the Kāpiti Coast District.

BACKGROUND

- 1.9 In 2017, all eight territorial authorities (city and district councils)¹ in the Wellington Region adopted the Wellington Region Waste Management and Minimisation Plan (WMMP) 2017-23.

This plan, as required under the Waste Minimisation Act 2008, is the second WMMP developed collaboratively by the councils and sets a regional target to reduce the total quantity of waste sent to Class 1 landfills from 600 kilograms per person per annum to 400 kilograms per person per annum by 2026.

To achieve this, the WMMP outlines a number of council actions for achieving effective and efficient waste management and minimisation, including working collaboratively to advance solutions to regional waste management issues.

- 1.10 Under the umbrella of the WMMP, the councils agreed to *“investigate and if feasible develop, implement and oversee monitoring and enforcement of a regional bylaw, or a suite of regionally consistent bylaws”*. In line with this decision, a joint project was set up by the councils in 2018 to review the existing solid waste bylaws around the region.

Consistent with the bylaw-related WMMP actions, the Council also has a legal obligation to review its current Solid Waste Bylaw every 10 years.

- 1.11 The recent review process has resulted in the development of the new proposed Solid Waste Management and Minimisation Bylaw 2020. This bylaw has been developed in collaboration with the eight other Councils in the Wellington region and, as proposed, reflects a suite of regionally consistent bylaw provisions.

LEGISLATIVE REQUIREMENTS

- 1.12 Under section 56 of the Waste Minimisation Act, a territorial authority may make bylaws for the following purposes:

- a) prohibiting or regulating the deposit of waste:
- b) regulating the collection and transportation of waste:
- c) regulating the manner of disposal of dead animals, including their short-term storage pending disposal:
- d) prescribing charges to be paid for use of waste management and minimisation facilities provided, owned, or operated by the territorial authority:

¹ The eight councils are: Wellington City Council, Hutt City Council, Upper Hutt City Council, Porirua City Council, Kapiti Coast District Council, South Wairarapa District Council, Carterton District Council and Masterton District Council.

- e) prohibiting, restricting, or controlling access to waste management and minimisation facilities provided, owned, or operated by the territorial authority;
- f) prohibiting the removal of waste intended for recycling from receptacles provided by the territorial authority by anyone other than—
 - the occupier of the property from which the waste in the receptacle has come; or
 - a person authorised by the territorial authority to remove the waste.

Bylaws made for the purposes of regulating the collection and transportation of waste may also provide for the licensing of persons who carry out the collection and transportation of waste.

1.13 The Council may also make bylaws under sections 145 and 146 of the LGA, for the purposes of:

- a) protecting the public from nuisance;
- b) protecting, promoting, and maintaining public health and safety;
- c) minimising the potential for offensive behaviour in public places;
- d) regulating waste management; and
- e) regulating solid waste.

1.14 This Bylaw is further made pursuant to section 64 of the Heath Act 1956, and section 12 of the Litter Act 1979.

1.15 The Local Government Act 2002 requires that the Solid Waste Bylaw 2010 be reviewed by 1 July 2020, 10 years from the day it was adopted.

While undertaking this review, the LGA 2002 requires Council to consider whether the bylaw:

- a) continues to be the most appropriate way to manage waste in the District;
- b) is still the most appropriate form of bylaw; and/or
- c) gives rise to any implications under the New Zealand Bill of Rights Act 1990 (NZBORA).

1.16 The LGA 2002 also requires that Council consult with the community on the bylaw review, and give public notice of when the new bylaw comes into operation. This process would involve revoking the existing Solid Waste Bylaw 2010 as part 7 of the General Bylaw 2010, and adopting the proposed Solid Waste Management and Minimisation Bylaw 2020 in its place.

To enable public understanding of the bylaw review process and the proposed amendments, the LGA 2002 requires Council to present this Statement of Proposal.

CURRENT WASTE ISSUES AND OPTIONS TO MANAGE THESE ISSUES

1.17 The waste issues that have been identified and considered in this bylaw review include:

- a) Ensuring efficient and effective waste management;

- b) Managing waste storage, disposal and collection activities to minimise public nuisance issues and adverse impacts on urban amenity;
- c) Reducing kerbside waste;
- d) Littering, waste and public nuisance caused by unaddressed mail and advertising;
- e) Limited, incomplete and inconsistent waste data;
- f) Reducing construction and demolition (C&D) waste; and
- g) Event waste management and minimisation.

Each issue is discussed in more detail, along with information about any proposed bylaw changes.

ENSURING EFFICIENT AND EFFECTIVE WASTE MANAGEMENT

Kerbside collection services

- 1.18 Kerbside waste collection services in the Kāpiti Coast District are provided by a variety of commercial providers and by the Council for public litter bins. Regulatory requirements and controls are necessary in order to set clear and transparent kerbside waste and recycling collection standards applicable to all waste and recycling service providers, but also for the users of these services.
- 1.19 Community education promoting the correct use of kerbside collection systems is essential for ensuring a collection service is effective and efficient. However, despite education being an effective tool for promoting understanding and behaviour change, it does not provide a satisfactory solution for a small percentage of people who knowingly breach collection rules.

Bylaw controls therefore remain an essential regulatory mechanism for the maintenance and potential enhancement of efficient and effective waste management operations across the city.

Managing dangerous, hazardous and/or infectious waste

- 1.20 The current Bylaw prohibits the deposit of prohibited waste items and hazardous waste in Council approved receptacles. Regulating the disposal of dangerous, hazardous and infectious materials continuous to be necessary and Bylaw provisions must ensure that any risks such materials pose to human health, environmental wellbeing, and waste service provider safety are minimised and where possible avoided.
- 1.21 As such, the use of a non-regulatory approach (community education encouraging best practice behavior and making drop off services available) is considered insufficient. This approach needs to be supported by Bylaw provisions.

In line with guiding legislation, specifically section 145(b) LGA 2002, and sections 23(e) and s64(1)(a) of the Health Act, a Bylaw remains the most appropriate regulatory tool for controlling the deposition of dangerous, hazardous and infectious substances within the waste stream.

MANAGING WASTE STORAGE, DISPOSAL AND COLLECTION ACTIVITIES TO MINIMISE PUBLIC NUISANCE ISSUES AND ADVERSE IMPACTS ON URBAN AMENITY

1.22 Waste and recycling collection activities in the public space have the potential to reduce the level of amenity enjoyed within the urban environment and to create public nuisance issues. This can include:

- the siting of wheelie bins in a manner that impedes footpath access;
- noise disturbance associated with collection activities; and
- inappropriate waste disposal in public places and on private property.

1.23 The existing Bylaw already provides these controls, but requires updating to ensure it can better address the issues associated with the increased use of various types of wheeliebins, the illegal disposal of waste, and the misuse of public collection points.

1.24 While community education may be effective in promoting behaviour change for kerbside service users, it is important to set clear minimum operational standards for the public space to work towards. The effectiveness of community education is likely to be limited where practices will result in a cost saving or time saving by a service user or service provider.

For this reason, the use of community education is best supported by Bylaw provisions that provide minimum regulatory standards that service users and providers should meet. A Bylaw is the primary regulatory tool available to the Council to effectively address these waste-related public nuisance and amenity issues.

Ensuring efficient and appropriate waste management storage and servicing for multi-unit developments

1.25 As urban densities increase, not just in the Wellington Region's cities but also in the Kāpiti Coast District in the next 10 years, the inadequate provision of on-site waste management storage and servicing areas has the potential to cause issues within the public space in urban (high density) areas.

1.26 The inappropriate design of waste storage and servicing areas in multi-unit developments (developments with 10 or more residential units) can create difficult-to-access or no-access sites for waste collection vehicles. Insufficient space for waste and recycling receptacles, and inappropriately designed and located storage areas within the development, can also be problematic for residents, constraining them to sustainably manage and divert/minimise their waste.

1.27 In turn, associated waste and recycling servicing can create public place nuisance issues caused by the deposit of waste and a loss of amenity in the adjoining public space. As such, waste management for multi-unit developments is a specific category of residential waste that requires additional consideration in order to minimise public nuisance issues and adverse impacts on urban amenity.

- 1.28 Whilst the Building Code (Clause G15 Solid Waste) stipulates that such “buildings shall be provided with space and facilities for the collection, and safe hygienic holding prior to disposal, of solid waste arising from the intended use of the buildings”, this clause does not apply to multi-unit dwellings if there is an independent access, or if there is a private open space at the ground level.

For this reason, the Building Code provisions are considered inadequate both for amenity protection and for accommodating the waste management needs of residents. An exemption from Clause G15 does not guarantee that the provision of an independent site access means that the development is designed with sufficient on site waste and recycling storage areas or that the provision of private open space is available or accessible for waste storage and servicing needs.

Where Clause G15 is deemed applicable to a development, it does not specify a minimum site size for on-site waste and recycling storage.² When considering potential solutions, it is important to differentiate between existing legally constructed multi-unit developments, and new (yet to be established) multi-unit developments. The use of a regulatory mechanism as a means to address the issues is only appropriate with respect to new multi-unit developments or buildings being converted into multi-unit developments.

Currently existing multi-unit developments are anticipated to be legally constructed in accordance with regulatory standards. Therefore, the Council cannot retrospectively apply new building development (design) standards to these buildings. However, the Council can regulate waste and recycling service collection requirements to both new and existing multi-unit developments.

- 1.29 For new multi-unit developments (and conversions), there are two main regulatory options available to Council in order to manage the design of storage and access. These include the introduction of amended or new District Plan requirements or the introduction of revised waste bylaw controls.
- 1.30 Currently the Kāpiti Coast District Council District Plan doesn't include a definition for multi-unit developments as such, but there are requirements for medium density housing developments to provide for waste collection and service points as well as provide for screening of waste collection areas. These requirements cover the outdoor areas and focus on individual units/dwellings, whereas the proposed Bylaw provisions would allow Council to require a waste management plan that covers a wider array of requirements to ensure effective waste management for multi-unit developments.
- 1.31 As part of future reviews of the District Plan, the current requirements have the potential to be re-considered and amended as higher density housing increases to cover waste

² It is, however, noted that Building Code provision G15/AS1 provides detail of a possible 'acceptable solution' for waste storage, which when complied with, will be deemed acceptable in terms of Building Code compliance.²

issues in multi-unit dwellings, but as long as that has not happened, bylaw provisions to encourage better planning and provision of waste facilities and servicing for multi-unit dwellings are considered to be appropriate.

- 1.32 With increasing levels of intensification also expected in the Kāpiti Coast District over the next decade, issues caused by inadequate waste management and storage facilities in multi-unit developments can be anticipated to increase. The Bylaw should provide the Council with the ability to require better consideration and provision of waste management for multi-unit developments.

The bylaw provision for Multi-Unit Dwellings will come into force 6 months after the commencement of the new Bylaw to allow for setting up a process to manage engaging with regulatory Council teams as well as with stakeholders in the early stages of design and establish a collaborative and supportive approach to submitting waste management plans.

REDUCING KERBSIDE WASTE

- 1.33 The use of non-regulatory action and the provision of kerbside recycling are important and necessary for waste minimisation behaviour change within the community. However, the relative effectiveness of these options for minimising waste should be considered against the region's moderate to high per capita waste to landfill disposal rate. While community education has the potential to decrease waste generation and increase the diversion of waste from landfill to reuse or recycling, the effectiveness of waste minimisation services could also be increased through appropriate Bylaw provisions and controls.

- 1.34 Potential opportunities to reduce kerbside waste within the proposed Bylaw are connected to:

- Licensing operators to ensure the appropriate collection, storage and processing of waste and recycling material;
- Requiring business name identification and contact details to be provided on all waste and recycling containers used for collection from public places;
- Providing the ability to require content control messaging on all kerbside waste and recycling containers;
- Providing the ability to establish controls requiring waste separation, for example limiting the amount of green waste material allowed to be disposed of into residential kerbside waste receptacles and requiring recyclables to be clean; and
- Providing the ability to establish a maximum size limit for residential waste containers, as it would be useful to have this option available if such an approach is considered appropriate in the future.

- 1.35 It needs to be noted that Kāpiti was the first (and currently still the only) district in the Wellington Region to introduce licensing of operators and collectors in 2010 under the current Bylaw and since then private waste collectors and waste facility operators have been licensed by the Council. (Please also refer to discussion below on data collection.

The first two bullet points are opportunities that already have been implemented as a result of licensing.)

LITTERING, WASTE AND PUBLIC NUISANCE CAUSED BY UNADDRESSED MAIL AND ADVERTISING

- 1.36 The practice of depositing advertising material in mailboxes and on car windows is common. The inappropriate disposal or depositing of such unaddressed mail in already full mailboxes can result in public nuisance issues for residents, litter in our streets and increased waste to landfill. It is currently estimated that 30kg of advertising circulars are delivered to each New Zealand home every year.
- 1.37 When waste is deposited in a public place (e.g. on car windscreens and handing out advertising flyers to the public), the resulting litter and waste often becomes the liability of the Council for removal and disposal. Council has no ability to recover the costs of removal or disposal by the waste generators.
- 1.38 The Council has three options available in order to address this issue: reliance on voluntary codes of practice, community education/promotional strategies, and bylaw regulation.
- 1.39 The voluntary Marketing Association Code of Practice for the distribution of unaddressed mail already exists. This voluntary standard advocates for the honouring of household “No Junk Mail” requests by advertisers, and is a standard that is, in principle, widely accepted by the marketing industry and endorsed by the Marketing Association and the New Zealand Retailers Association.
- 1.40 A number of residents choose to use letterbox stickers to specify the rejection of unaddressed mail but despite the availability and use of these stickers, numerous retailers and service providers (including real estate agents) continue to deliver unaddressed mail to non-stickered mailboxes, often resulting in overflowing mailboxes which in turn cause litter in the public space. This situation suggests that on its own, a voluntary approach is limited in its ability to address this issue.
- 1.41 The main advantage of regulating unaddressed mail through the proposed Bylaw is that it has universal application and will apply to all advertisers. A Bylaw response clarifying the acceptable and unacceptable ‘deposit’ of unaddressed mail is considered appropriate for better managing this issue.

For clarity; the proposed bylaw provision does not prohibit the delivery of unaddressed mail to non-stickered letter boxes, as the owners of the letterboxes have not indicated they do not want to receive these materials. The provision does however prohibit the deposit of these materials in non-stickered letterboxes that are already full, in stickered letterboxes altogether and on any vehicle parked in a public place. This makes it clear that the purpose of the provision is to restrict littering, not advertising, in the public space.

LIMITED, INCOMPLETE AND INCONSISTENT WASTE DATA

- 1.42 The limited and inconsistent nature of regional waste and recycling sector data currently constrains the waste sector's (including local councils) understanding of waste issues.
- 1.43 Section 56(3)(b) of the WMA enables territorial authorities to require the provision of waste data from operators through operator licensing. Licensing may also stipulate conditions that require a performance bond, security, or both for the performance of the work licensed, and reports setting out the quantity, composition, and destination of waste collected and transported by the licensee (for example, household waste to a disposal facility).
- 1.44 The establishment of waste collector and operator licensing for the region has the potential to address this data issue. Licensing of private servicing providers will be more effective when coordinated at the regional level and when developed regionally to give effect to the National Waste Data Framework.
- 1.45 Kāpiti Coast District Council has been licensing private collectors and operators since 2010 and has, as a result, better aggregated data on waste streams. However, creating a regionally consistent licensing system will improve overall data capture.
- 1.46 From a collectors'/operators' perspective, a regionally coordinated waste operator licensing regime would provide a 'level' playing field across the region, with the same requirements applying in each district/city.
- 1.47 Engagement with waste industry stakeholders in our region in 2018 has confirmed that requesting the voluntary provision of waste data would not secure the provision of data for the Councils. Accordingly, a number of territorial authorities in New Zealand have already established licensing via bylaw provisions in order to secure the provision of waste data.

As such, a bylaw is considered the only mechanism available to the Council to effectively address this issue. It is noted that appropriate data confidentiality protocols will need to be applied to safeguard the commercial viability of the waste operators supplying the data.

REDUCING CONSTRUCTION AND DEMOLITION (C&D) WASTE

- 1.48 Construction and demolition activity can generate substantial quantities of waste material, much of which is potentially recoverable, such as brick and concrete, timber, plasterboard and metal. In 2013/14, approximately 32,099 tonnes of waste sent to municipal (Class 1) landfills in the Wellington Region was construction and demolition waste (being 12.7% of the Class 1 Landfill waste stream). However, available data also indicates that the majority of C&D waste is currently being sent to Class 2-4 landfills (landfills that accept non-putrescible wastes such as C&D waste and cleanfill).
- 1.49 In 2015 Class 2-4 landfill operators reported their C&D waste tonnages to be approximately 525,000 tonnes per annum. This converts into a per capita disposal rate of

1.06 tonnes per capita per annum (Wellington Region Waste Assessment, 2016, p.55). As a significant part of this waste stream is potentially recoverable, the Assessment identified construction and demolition waste as a priority waste stream that could be targeted by councils as a means to reduce waste to landfill (2016, p.87).

Currently it's estimated that 63% of Kāpiti's waste to landfill consists of C&D waste of which a large portion could be recovered (*Waste Minimisation Taskforce Final report December 2020*). [Final report of the Waste Minimisation Taskforce](#)

- 1.50 In late 2018, councils from the Wellington Region jointly commissioned a report from Tonkin & Taylor Ltd to analyse the waste minimisation issues and challenges associated with C&D waste, and to identify the range of options available to councils in response to these issues.
- 1.51 The key issues include, but are not limited to, constrained capacity to process and recover C&D waste, the availability of low cost disposal for C&D waste close to where many major projects are occurring, and a lack of incentives that would encourage or promote C&D waste minimisation.
- 1.52 While some of the identified options are not within the scope of Council's role (e.g. increasing the waste levy to incentivise diversion of C&D waste), some options exist for the Council to advance C&D waste minimisation. Such initiatives could include investing in C&D waste processing activities to stimulate the recovery market, and incorporating C&D waste minimisation into Council procurement considerations.
- 1.53 Alternatively, the Council could continue to rely on voluntary waste minimisation practices and sustainability certifications (e.g. the GreenStar building rating system) to promote C&D waste minimisation. This option reflects the current situation. However, despite being useful to reduce C&D waste on discrete projects, it is limited in its capacity to promote or bring about significant reductions in the amount of C&D waste generated in Wellington City or across the Region.
- 1.54 The establishment of Bylaw provisions that require the consideration of C&D waste minimisation associated with large commercial building projects exists as a starting point for C&D waste minimisation. Bylaw provisions have the potential to require the consideration of C&D waste minimisation design, planning, materials recovery and reuse.
- 1.55 It is important to recognise that the establishment of such Bylaw provisions alone will not significantly reduce the amount of C&D waste produced within the region in the absence of changes occurring in the Wellington Region waste market. Currently within the Wellington region, the disposal of C&D waste to Class 2-4 landfills is relatively cheap in comparison to disposal to Class 1 municipal landfill waste. In Kāpiti there are currently very few C&D waste and cleanfill disposal options, resulting in the majority of these wastes being transported to Class 2-4 landfills located near Wellington or these wastes ending up as part of the municipal waste stream into the Kāpiti transfer stations.
- 1.56 C&D diversion would be incentivised mostly and become more commercially viable if the cost of C&D waste disposal was to increase and if good alternative recovery options became available.

- 1.57 The Ministry for the Environment recently consulted on a potential increase, and expansion of the scope, of the waste disposal levy. The waste disposal levy is a \$10 levy that is currently charged to each tonne disposed of in a landfill. This charge is generally passed on to the disposer as part of disposal charges. It's the Minister's clear intention to increase the levy per tonne within the next year and this increase has the potential to increase the price of a C&D waste disposal in the region.

This increase in disposal cost would act as an incentive for industry to divert and recycle C&D waste. If this was to happen, the existence of Council required C&D waste minimisation plans would become a valuable tool for identifying the potentially divertible and recyclable waste material streams. Such plans would also contribute to the success of any C&D diversion facilities established within the region.

- 1.58 Bylaw provisions that require C&D waste management and minimisation planning on large C&D projects consequently could hold a key role in promoting C&D waste minimisation in the Wellington region.
- 1.59 The Bylaw provision that allows Council to set a control requiring C&D waste management and minimisation planning will not come into force immediately when the new Bylaw comes into force, as it is acknowledged that in Kāpiti work needs to be done first to establish increased and improved recovery and recycling alternatives for the local building industry. As part of that work Council will also consider what the most appropriate value would be of a building project on the coast to trigger the requirement of providing a C&D waste management and minimisation plan.

EVENT WASTE MANAGEMENT AND MINIMISATION

- 1.60 Large public events, such as outdoor festivals, parades and concerts have the potential to generate a significant amount of waste. However, as the amount of waste being generated at events typically remains unreported, the total volume of event waste generated within the district and across the region remains unknown. Large amounts of waste produced can also result in litter issues in and around the event area and adjoining public areas.
- 1.61 In response to this issue, Kāpiti Coast District Council already included a waste during events provision in the 2010 Bylaw. In provision 10 of the existing Bylaw, it is stated that the organiser of an event that requires resource consent under our District Plan *may* be required to provide a waste management plan for the event. Since this provision was included in 2010, a few waste management plans have been put forward to Council for assessment but in general they have not been required.

Instead, waste minimisation staff have been leading the way to make all Council events zero waste events, working with food vendors on compostable food packaging and setting up recycling stations with monitors. Waste minimisation staff have also worked with private organisers to establish the same for their events. Council has, for example, made the bin hoods for recycling stations available for event organisers free of charge, provided information and advice, and organised volunteers if needed. Also a new guide "Reducing

waste at your event” has been developed by the regional officers group and workshops for organisers are being held.

- 1.62 If event organisers voluntarily choose to run waste free events, or promote recycling and organics diversion at events, it has the dual benefit of normalising and promoting waste minimisation behaviour change within the community, and reducing the amount of waste sent to landfill.
- 1.63 However, as event organisers may be able to save time and money by ignoring event waste reduction guidelines and techniques, and by sending all of their accumulated event waste to landfill, voluntary approaches to event waste minimisation are consequently limited in their capacity to reduce waste.
- 1.64 From a regional perspective, due to the limited effectiveness of non-regulatory event waste management approaches, a bylaw provision is considered the most appropriate means to address these event waste-related issues. The use of regionally consistent bylaw provisions would establish basic waste-related planning considerations for large events throughout the region and support the regional education approach. For the implementation of this provision in the proposed Bylaw, an event will be considered ‘significant’ if it has an expected attendance of 1,000 or more people across the duration of the event.
- 1.65 It is proposed to delay the commencement of this provision to 1 July 2021 to allow Council to work in partnership with the other Wellington councils to establish further appropriate guidance and resourcing to support event managers.

SETTING CONTROLS UNDER THE NEW BYLAW

- 1.66 Under provision 7 of the Bylaw Council can make, amend or revoke controls for the safe and efficient operation of waste collection services from a public place. Controls that can be set by Council resolution are listed in provision 7.2. Before making, amending or revoking any controls, Council must comply with the rules for public consultation as set out in Subpart 1 of Part 6 of the Local Government Act 2002. Any resolution made by Council in relation to a control must be made publically available.
- 1.67 The controls that are proposed to be set by Council resolution following Bylaw adoption (which will happen at the same Council meeting) are attached to this proposal for enhanced transparency. In summary the proposed controls:
 - Set out what approved receptacles are for waste and recycling collections in the District;
 - Set out the permitted times and days for waste collection services;
 - Set out requirements for the separation of waste types in the approved receptacles
 - Restrict the storage of waste in public places
 - Restrict the deposit of specific waste material including prohibited waste

The proposed Bylaw and associated controls will apply throughout the Kāpiti Coast District. Controls for C&D waste management plans will be set by Council resolution if and when improved recovery and recycling options are available.

APPROPRIATENESS OF A BYLAW

- 1.68 When making or reviewing bylaws, Council is required by the LGA 2002 to ensure the bylaw is necessary and is the most appropriate form of a bylaw.

Most Appropriate Way to Address the Problems/Issues

- 1.69 The discussion above outlines the range of waste management issues relevant to the Kāpiti Coast District and the Wellington Region and the options considered to address these issues.
- 1.70 In summary, while non-regulatory guidance (e.g. community education, guidelines and information provision) and appropriate operational practices can help address a range of waste management issues, bylaw regulation is necessary as a means to establish a range of baseline waste management and minimisation standards for waste service users and service providers.

Together, regulatory standards, non-regulatory actions and operational practice will support the delivery of effective and efficient waste management and minimisation within the Kāpiti District.

- 1.71 While some of the provisions in the Bylaw have the potential to be covered by common law remedies, such as public nuisance or negligence offences, it is preferable for the Council to retain provisions in the Bylaw for these matters.

Most Appropriate Form of Bylaw

- 1.72 The proposed Bylaw effectively and efficiently addresses the identified issues by addressing a number of unwanted consequences resulting from the management and minimisation of waste. The proposed Bylaw also provides flexibility and allows for changing circumstances to be recognised by enabling Council to be able to take action on matters if required.
- 1.73 Controls (rules) to support the implementation of the proposed Bylaw can be made by Council resolution following Bylaw adoption. This separation allows the controls to be amended as appropriate rather than requiring a full review of the Bylaw. This gives Council the necessary flexibility to recognise that changes may be needed to procedures or other associated implementation matters over time.
- 1.74 The proposed Bylaw clearly states the Council's position by stating whether an activity is permitted or prohibited. The proposed Bylaw sets out what action needs to be taken to comply with it, for example, whether prior written permission of the Council is required. It also sets out some considerations that will be taken into account in granting consents.

- 1.75 The proposed Bylaw is consistent with the goals, aims and actions of the WMMP goals identified by the Council.
- 1.76 The review of Council's current Solid Waste Bylaw provisions has also considered whether the proposed Bylaw should remain part of the General Bylaw 2010 or be split into a stand-alone bylaw as has recently been done with other Council bylaws. Standalone bylaws are now common practice with other Councils, and are considered to provide advantages including:
- Improved interpretation and understanding of bylaws with all relevant information located together within a single document, and
 - Allowing the Council to establish a more staggered and clear approach to reviewing its bylaws.
- 1.77 The proposal is that the Solid Waste Management and Minimisation Bylaw 2020 would be established as a standalone bylaw, in effect, replacing the existing bylaw provisions in Part 7 of Council's General Bylaw 2010. Part 7 of the existing General Waste Bylaw would be revoked.
- 1.78 For these reasons, Council considers that a Solid Waste Management and Minimisation Bylaw continues to be necessary and the most appropriate way to manage waste in the District.

CONSIDERATION OF NZBORA

- 1.79 Before making a bylaw, section 155 of the Local Government Act requires the Council to determine whether the bylaw gives rise to any implications under the New Zealand Bill of Rights Act 1990 (NZBORA"). No bylaw may be made which is inconsistent with the NZBORA.
- 1.80 Section 5 of the NZBORA provides for justified limitations on rights, specifically that the rights and freedoms contained in the NZBORA may be subject only to such reasonable limits prescribed by law as can be demonstrably justified in a free and democratic society.
- 1.81 The only rights or freedoms under the NZBORA potentially engaged by the proposed Bylaw are likely to be the rights to freedom of movement and freedom of expression. Limitations on these rights must be no more than is reasonably necessary to achieve the purpose of the Bylaw. The proposed Bylaw limits these rights only to the extent that they create a danger to health and safety or a nuisance to others or the public generally, or create the potential for environmental harm. In addition, while the Bylaw will require waste collectors and operators to be licensed and comply with minimum standards, it does not limit public access to these services. The Bylaw only controls the methods used to carry out these services in order to meet waste management goals.
- 1.82 The proposed Bylaw does not raise any implications under and is not inconsistent with the NZBORA, because any limitations of the rights in question are justified in accordance with the NZBORA.

PROPOSED BYLAW SUMMARY

The Bylaw must be consistent with the WMMP. The proposed Bylaw supports the key goals of the WMMP which include maximising opportunities to reduce the amount of waste sent to landfill, reduce the harmful and costly effects of waste, and improve efficiency of resource use.

Summary of key changes proposed

Waste management responsibilities	
<p><i>Current bylaw:</i> Outlines some responsibilities but not in a comprehensive manner.</p>	<p><i>Proposed Bylaw:</i> Provides greater clarity and detail in terms of the general and specific responsibilities of owners, managers and occupiers of premises, and of waste collectors and waste operators.</p>

Licensing of waste collectors and operators	
<p><i>Current bylaw:</i> There is a licensing requirement in the current bylaw</p>	<p><i>Proposed Bylaw:</i> Introduces additional considerations that Council may take into account when considering a licence application and lists additional terms and conditions Council may include in the licence.</p> <p>The provision establishes a <i>regional</i> mandatory registration (licensing) system for waste collectors and waste operators to enable Councils to:</p> <ul style="list-style-type: none"> Effectively regulate private collection services to ensure they are aligned with the WMMP and Council’s waste management objectives Collect better data on waste streams, waste management and service operations, and Fulfil its responsibilities to promote effective and efficient waste management and minimisation. <p>As licensing in Kapiti is already in place, the new provisions will be considered when licenses are reviewed where appropriate and practical (taking into account that establishing an appropriate regional system (and resourcing) will take time and that this provision will come into effect in the other districts/cities of the region on a later date.</p>

Waste Management for Multi-Unit Developments	
<p><i>Current bylaw:</i> There are no requirements for dealing with waste generated by multi-unit developments.</p>	<p><i>Proposed Bylaw:</i> Multi-unit developments (defined under the proposed Bylaw as 10 or more residential units) such as apartments, townhouses, retirement villages and gated communities have the potential to be problematic in terms of waste management and minimisation, particularly if inadequate provision is made for waste storage and servicing within the development. The proposed provision provides the ability to Council to make a control that requires appropriate planning and provision for waste management in all multi-unit developments, and ensures that adequate provision is</p>

Waste Management for Multi-Unit Developments	
	made for waste management facilities and servicing in new multi-unit developments.
Waste Management for Events	
<p><i>Current bylaw:</i> There is a provision in the current bylaw for waste management for events. A waste management plan may be required by Council.</p>	<p><i>Proposed Bylaw:</i> The provision requires the preparation of a waste management plan (for approval by Council) for public events of a significant scale (an expected attendance of 1,000 or more people over its duration) that will generate waste (exceptions apply). The intent is to encourage better planning and management of waste and to ensure adequate provision is made for waste management facilities and services for events.</p> <p>It is proposed to delay the commencement of this provision with 6 months to 1 July 2021 to allow Council to work in partnership with the other Wellington councils to establish further appropriate guidance to support event managers, and the collection and analysis of the waste data provided.</p>
Management of Construction and Demolition (C&D) Waste	
<p><i>Current bylaw:</i> There are no requirements for dealing with waste generated by C&D activities.</p>	<p><i>Proposed Bylaw:</i> Waste generated from construction and demolition activities can be a significant issue. The provisions provide the ability for Council to make a control to require the preparation of a waste management plan (for approval by Council) for building work over a certain specified dollar value (as set by Council). Providing the ability for Council to set a control to require the preparation of a waste management plan aims to reduce waste by encouraging the consideration of waste issues early in the building/ construction process. It also supports the WMMP objectives for construction and demolition waste.</p> <p>It will help improve local and regional data on the management of construction and demolition waste, encourage reuse and recycling, and help ensure residual materials are taken to an appropriate disposal or recovery facility. Better data will also support increased understanding of construction and demolition waste issues and will inform and support the development of appropriate tools to help manage the issues.</p> <p>The supporting control setting the estimated value over which it will be required to submit a C&D waste management plan will be developed in conjunction with developing improved options for recovery and recycling in the District before any control is set by public Council resolution.</p>

The proposed Bylaw is attached to this proposal. The following provides a summary outline of the key sections of the proposed Bylaw.

Outline of proposed Bylaw provisions

Clause	Description	Purpose / Reasons
PART A: INTRODUCTION		
1	Title and Application	Specifies the title of the Bylaw and the district to which it applies.
2	Commencement	Specifies the date the Bylaw is adopted by Council and comes into effect. Also lists some exceptions to allow for the delayed start of some Bylaw provisions (e.g. event waste management plans) to give Council time to put in place appropriate implementation, mechanisms and systems.
3	Revocation	Confirms the existing Bylaw that the proposed Bylaw will replace.
4	Purpose	Explains why the Bylaw has been adopted, the context for the Bylaw, its intention and the key outcomes it seeks to achieve. Also identifies the relevant legislation the Bylaw is made under.
5	Compliance with Bylaw	Provides clarity and specifies that no person can act in a way that is not in accordance with the Bylaw, and that compliance with the Bylaw doesn't remove the need to comply with any other applicable legislation, regulation, Council bylaws or rules of law.
6	Interpretation	Supports the interpretation and implementation of the Bylaw. Defines key terms used in the Bylaw. Where possible, defined terms from existing relevant legislation, Council plans or national strategies and guidelines have been used.
7	Controls	Enables the Council to make/amend/revoke specific controls to support the implementation of the Bylaw. Controls can be used to prohibit, restrict or control any matter related to waste deposit, collection, transportation, storage or disposal from any property or premises. Controls must be made by a resolution of Council that is made publicly available. The clause provides assurance to any person as to the process that will be undertaken to make controls. Confirms that Council is complying with its significance and engagement policy.
PART B: DEPOSIT, COLLECTION, TRANSPORTATION, STORAGE, PROCESSING AND DISPOSAL OF WASTE		
8	General responsibilities	Outlines the general responsibilities of all people and agencies for solid waste management and minimisation under the Bylaw. Includes households, occupiers, and the owners and managers of any premises. Provides clarity as to what the expectations are in terms of waste disposal, storage, transportation and collection and who is responsible for what.
9	Waste collections from a public place	Sets out basic requirements for waste collections from any public place. Explains what waste is acceptable for collection and what types of waste must not be placed in a public place for collection. Also enables

Clause	Description	Purpose / Reasons
		Council to ensure waste collection receptacles provided for waste collections (approved containers, bins, bags etc) are appropriate, fit for purpose, and are labelled clearly and appropriately.
10	Approved Collection Points	Provided for clarity and ensures Council can set controls in relation to approved collection points for the collection of waste (for example, in rural areas or any areas not served by kerbside services).
11	Licensing of Waste Collectors and Waste Operators	Requires waste collectors and waste operators to obtain an approval (licence) from Council. Provides the ability for Council to take action if a licensed waste collector or operator is not fulfilling their requirements under the Bylaw.
12	Multi-Unit Developments	Provides the ability for Council to make a control to require the preparation of a waste management plan (for approval by Council) for new multi-unit developments, and for existing developments where there are issues in terms of inadequate provision for waste storage and disposal. Enables councils to set controls, if required, in relation to the deposit, collection, transportation or storage of waste from multi-unit developments. Supports the achievement of the goals and actions set out in the WMMP and clarifies waste management roles and responsibilities during planning, construction and occupation of multi-unit developments.
13	Events	Requires the preparation of a waste management plan (for approval by Council) for public events of a significant scale (an expected attendance of 1,000 or more people over its duration) that will generate waste (exceptions apply). The intent is to encourage better planning and management of waste and to ensure adequate provision is made for waste management facilities and services for events. The proposed 6 months delay in the commencement of these provisions under the Bylaw (refer clause 2) allows Council to work in partnership with the other Wellington councils to establish appropriate guidance and resourcing to support waste plan development and the collection and analysis of the data provided.
14	Construction Site and Demolition Waste Management Plans	Provides the ability for Council to make a control to require the preparation of a waste management plan (for approval by Council) for building work over a certain specified dollar value (as set by Council). The focus is on builds that generate significant amounts of waste.
15	Inorganic waste	This clause can be used by Council (if and as may be needed) to ensure that any potential inorganic collection service can be regulated and managed appropriately and issues like scavenging can be prevented.
16	Nuisance and litter	Supports the Council to take action on issues such as responsibility for waste or diverted material accumulations, use of approved receptacles, the burying of waste, waste disposal or scavenging, to ensure that they do not become offensive, a public nuisance, or likely to be injurious to health.
17	Unaddressed mail and advertising material	This clause supports and enables Council to regulate and take action on waste and litter issues that are caused by unaddressed mail and advertising material.
18	Donation Collection Points	There can be a number of waste-related issues associated with donation collection points on public places such as illegal dumping,

Clause	Description	Purpose / Reasons
		littering and scavenging. This clause gives Council the ability to manage and prevent any such issues.
PART 3: OTHER MATTERS		
19	General Offences and Penalties	This clause sets out the enforcement action available to Council for breaches of the Bylaw and any controls made under it. In some cases enforcement is easier and more effective through other mechanisms such as the Litter Act; but in other cases specific provision needs to be made through this Bylaw.
20	Other Enforcement Powers	Provides for additional enforcement action to be taken by Council under the Bylaw where the specific provisions of a sub-section enable other actions, besides prosecution, to be taken. For example, the withdrawal or suspension of waste collection services for non-compliance with the Bylaw requirements, or the issue of a written warning or suspension of a waste collection licence for non-compliance with the licence terms and conditions.
21	Exceptions and Saving Provisions	Provided for clarity.
22	Fees	Provided for clarity. The Council may in accordance with the provisions of section 150 of the Local Government Act 2002 set prescribed fees under this Bylaw, and may refund, remit or waive any fee as it sees fit.
23	Forms and processes	Provided for clarity.

DRAFT Kāpiti Solid Waste Management & Minimisation Bylaw

ID#	Clause	Draft bylaw text
PART A: INTRODUCTION		
1	Title and Application	<p>1.1 The title of this Bylaw is the “Solid Waste Management and Minimisation Bylaw 2020”.</p> <p>1.2 This Bylaw applies within the boundaries of the Kāpiti Coast District.</p>
2	Commencement	<p>2.1 This Bylaw comes into force on 1 January 2021 except for the following exception which comes into force on the date specified:</p> <p>(a) The event waste management plan provisions under clause 13 come into force 6 months after the commencement date of this bylaw</p> <p>(b) The Multi-Unit Developments provisions under clause 12 come into force 6 months after the commencement date of this bylaw.</p>
3	Revocation	<p>3.1 This Bylaw repeals and replaces the Kāpiti Coast District Solid Waste Bylaw 2010 and Part 7 of the General Bylaw 2010.</p>
4	Purpose	<p>4.1 The purpose of this Bylaw is to support:</p> <p>(a) The promotion and delivery of effective and efficient waste management and minimisation in the Kāpiti Coast District as required under the Waste Minimisation Act 2008;</p> <p>(b) The implementation of the Wellington Region Waste Management and Minimisation Plan;</p> <p>(c) The purpose of the Waste Minimisation Act 2008 and the goals in the New Zealand Waste Strategy 2010, being to encourage waste minimisation and a decrease in waste disposal in order to protect the environment from harm; and provide environmental, social, economic, and cultural benefits;</p> <p>(d) The regulation of waste collection, transport and disposal, including recycling, waste storage and management;</p> <p>(e) Controls regarding the responsibilities of customers who use approved solid waste services, and the licensing of waste collectors and waste operators;</p> <p>(f) The protection of the health and safety of waste collectors, waste operators and the public; and</p> <p>(g) The management of litter and nuisance relating to waste in public places.</p> <p>4.2 This Bylaw is made pursuant to section 56 of the Waste Minimisation Act 2008, sections 145 and 146 of the Local Government Act 2002, section 64 of the Heath Act 1956, and section 12 of the Litter Act 1979.</p>

ID#	Clause	Draft bylaw text	
5	Compliance with Bylaw	5.1 No person may deposit, collect, transport, sort, process, treat or dispose of waste other than in accordance with this Bylaw.	
		5.2 To avoid doubt, compliance with this Bylaw does not remove the need to comply with all other applicable Acts, regulations, bylaws, and rules of law.	
6	Interpretation	6.1 For this Bylaw, unless the context otherwise requires, the following term definitions apply ³ :	
		Term:	Means:
		Act (the Act)	Waste Minimisation Act 2008
		Advertising material	Any message which: (a) Has printed content controlled directly or indirectly by the advertiser; and (b) Is expressed in any language and communicated in any medium with the intent to influence the choice, opinion or behaviour of a person.
		Approved	Authorised in writing by the Council.
		Approved collection point(s)	Council approved places, facilities or receptacle where approved receptacles may be left for collection or waste may be deposited.
		Approved receptacle	Any container, bag or other receptacle that has been approved by the Council for the collection of any type of waste or diverted material, with approval based on the following criteria: the prevention of nuisance, the provision for adequate security to prevent scavenging, the protection of the health and safety of waste collectors and the public, and the achievement of effective waste management and minimisation.
		Authorised officer	Any officer of the Council or other person authorised by the Council to administer and enforce its bylaws, and any person appointed especially or generally by the Council to enforce the provisions of this Bylaw.
		Building work	As defined in the Building Act 2004 and includes any work for, or in connection with, the construction, alteration, demolition, or removal of a building. It can include sitework and design work relating to the building work.
		Bylaw	This Solid Waste Management and Minimisation Bylaw 2020.
Cleanfill material	Waste that meets all of the following requirements:		

³ For the avoidance of doubt, where this Bylaw relies on a definition in legislation and that definition changes, the definition in this Bylaw changes accordingly.

ID#	Clause	Draft bylaw text
		<p>(a) does not undergo any physical, chemical or biological transformation that, when deposited or with the effluxion of time, is likely to have adverse effects on the environment or human health; and</p> <p>(b) includes virgin excavated natural materials such as clay, soil and rock, and other inert materials such as concrete or brick that are free of:</p> <ul style="list-style-type: none"> (i) combustible, putrescible, degradable or leachable components; (ii) hazardous waste, hazardous substances or materials (such as municipal solid waste) likely to create leachate by means of biological breakdown; (iii) products or materials derived from hazardous waste treatment, hazardous waste stabilisation or hazardous waste disposal practices; (iv) materials such as medical and veterinary waste, asbestos, or radioactive substances that may present a risk to human health or the environment; and (v) contaminated soil and other contaminated materials; and (v) liquid waste; and <p>(c) has less than two per cent by volume by load of tree or vegetable matter.</p>
	Cleanfill	Land used for the disposal of cleanfill material.
	Commercial or industrial waste	Waste (excluding trade waste) that results from a commercial or industrial enterprise and includes waste generated by the carrying on of any business, factory, manufacture, process, trade, market, or other activity or operation of a similar nature.
	Construction and demolition waste	Waste generated from any building work (including renovation and repair); and includes but is not limited to concrete, plasterboard, insulation, nails, wood, brick, paper, cardboard, metals, roofing materials, wool/textiles, plastic or glass, as well as any waste originating from site preparation, such as dredging materials, tree stumps, asphalt and rubble.
	Council	The Kāpiti Coast District Council or any person delegated or authorised to act on its behalf.
	Deposit	To cast, place, throw or drop any waste or diverted material.
	Dispose or Disposal	As defined in the Act.
	Diverted material	As defined in the Act.
	Donation collection point	A place where approved types of waste may be deposited for the purposes of raising funds or the charitable reuse/recovery of the waste items.

ID#	Clause	Draft bylaw text
	Estimated value	As defined in the Building Act 2004.
	Event	<p>Any organised temporary activity of significant scale that is likely to create litter and includes (but is not limited to) an organised outdoor gathering, open-air market, parade, sporting event, protest, festival, concert or celebration. An event will be considered significant if it has an expected attendance of 1,000 or more people across the duration of the event, whether it be a single or multi-day event. For the purpose of this Bylaw 'event' <u>excludes</u>:</p> <ul style="list-style-type: none"> • open-aired events that are enclosed within a building or structure (e.g. an open-aired stadium) • indoor performances, markets, displays, exhibitions or conferences • indoor private functions • indoor tasting and sampling activities • any regularly occurring recreational activities such as weekly sports events.
	Food waste	Waste that is derived from any item of food and is organic in origin and free of contamination and includes fruit and vegetable scraps, meat, fish, bone and shell discards, and any other similar food scraps.
	Green waste	Organic plant material from gardening or arboriculture activities including lawn clippings, weeds, plants and other soft vegetable matter, which by nature or condition and being free of any contaminants will degenerate into compost.
	Handled or Handles	Includes removing, collecting, transporting, storing, sorting, treating, processing or disposing of waste.
	Hazardous substance	<p>As defined in the Hazardous Substances and New Organisms Act 1996 and means, unless expressly provided otherwise by regulations, any substance—</p> <p>(a) with 1 or more of the following intrinsic properties:</p> <ul style="list-style-type: none"> (i) explosiveness: (ii) flammability: (iii) a capacity to oxidise: (iv) corrosiveness: (v) toxicity (including chronic toxicity): (vi) ecotoxicity, with or without bioaccumulation; or <p>(b) which on contact with air or water (other than air or water where the temperature or pressure has been artificially increased or decreased) generates a substance with any 1 or more of the properties specified in paragraph (a).</p>

ID#	Clause	Draft bylaw text
	Hazardous waste	<p>Waste that:</p> <p>(a) contains hazardous substances at sufficient concentrations to exceed the minimum degrees of hazard specified by Hazardous Substances (Minimum Degrees of Hazard) Regulations 2000 under the Hazardous Substances and New Organisms Act 1996; or</p> <p>(b) meets the definition for infectious substances included in the Land Transport Rule: Dangerous Goods 2005 and NZ Standard 5433: 2007 – Transport of Dangerous Goods on Land; or</p> <p>(c) meets the definition for radioactive material included in the Radiation Protection Act 1965 and Regulations 1982.</p> <p>Hazardous waste does not include household waste, inorganic waste, construction and demolition waste, or commercial or industrial waste.</p>
	Home composting	The activity of aerobically decaying household organic waste (green waste and/or food waste) and other compostable items originating from that property to create compost at home. To avoid doubt, includes worm farms and anaerobic digestors.
	Household waste	Waste consisting of recyclable material, organic waste or residual waste originating from any residential household but does not include, commercial or industrial waste, prohibited waste, hazardous waste, trade waste, liquid waste, or construction and demolition waste.
	Inorganic waste	<p>Waste consisting of household equipment, furniture, appliances and material of a similar type that due to its nature or size cannot be collected as household waste in an approved receptacle, and that is specified by the Council as suitable for:</p> <p>(a) collection from a public place by the Council or an approved waste collector; or</p> <p>(b) collection from any premises by the Council or an approved waste collector; or</p> <p>(c) delivery to a resource recovery facility.</p>
	Landfill	As defined in the Technical Guidelines for Disposal to Land (Waste Management Institute of New Zealand) ⁴ or by Government standards or regulation.
	Licence	A licence, consent, permit or approval to do something under this Bylaw and includes any conditions to which the licence is subject.
	Litter	Any rubbish, animal remains, glass, metal, garbage, debris, dirt, filth, rubble, ballast, stones, earth, other residual waste or any other thing of a like nature that has been disposed of in a public place, other than in an approved receptacle or

⁴ The guidelines can be accessed at <http://www.wasteminz.org.nz/pubs/technical-guidelines-for-disposal-to-land-april-2016/>

ID#	Clause	Draft bylaw text
		collection point for such disposal, or on private land without the consent of the occupier. For the avoidance of doubt this includes organic material, dog faeces in a container or bag, or disposable nappies.
	Litter receptacle	A receptacle provided for the collection of litter.
	Manager	A person who controls or manages any premises, activity or event, regardless of whether that person has a proprietary interest in those premises or that activity or event. For clarity, this includes the chairperson of a body corporate for a multi-unit development.
	Multi-unit development	A multiple tenancy property comprising of 10 or more separately occupied residential units, whether in the same building or in separate buildings, and held either in common ownership or in separate ownership. This includes a unit title development, a mixed-use premises with business activities, and any development with controlled or restricted access, such as a gated community.
	Nuisance	As defined in section 29 of the Health Act 1956 and includes anything offensive or injurious to the health of the community or any member of it.
	Occupier	In relation to any property or premises, means the inhabitant occupier of that property or premises and, in any case where any building, house, tenement, or premises is unoccupied includes the owner.
	Organic waste	Food waste and/or green waste that is specified by the Council under clause 7 of this Bylaw as organic waste.
	Owner	In relation to any property or premises, means the person or persons entitled to receive the rack rent of the property or premises, or who would be so entitled if the property or premises were let to a tenant at a rack rent, and where such a person is absent from New Zealand, includes their attorney or agent.
	Person	An individual, a corporation sole, a body corporate, and an unincorporated body.
	Premises	Any separately occupied land, dwelling, building, or part of the same.
	Prohibited waste	Waste containing - (a) any material capable of causing injury to any person or animal unless the material is sufficiently contained to prevent injury; (b) any material capable of causing damage to the approved receptacle or likely to shatter and cause injury in the course of collection unless the material is sufficiently contained to prevent damage to the approved receptacle or to prevent injury; (c) any material that may endanger any person, animal or vehicle which may come in to contact with it prior to, during or following collection, transportation, storage, sorting or disposal; (d) any radioactive wastes, but excluding domestic smoke detectors;

ID#	Clause	Draft bylaw text
		<p>(e) any used oil and lead-acid batteries;</p> <p>(f) any hazardous waste;</p> <p>(g) medical waste including wastes generated at health care facilities, such as hospitals, physicians’ offices, dental practices, blood banks, pharmacies/chemists, and veterinary hospitals/clinics, as well as medical research facilities and laboratories;</p> <p>(h) any asbestos containing material; and</p> <p>(i) any material identified by the Council under clause 7 of this Bylaw as posing an unacceptable risk of nuisance to the public or to public health and safety, and subject to a control made under Clause 7 below.</p>
	Public place	<p>(a) A place that is under the control of Council or a Council-controlled organisation that, at any material time, is open to or is being used by the public, whether free or on payment of a charge; and</p> <p>(b) To avoid doubt this includes any park, reserve, recreational ground, pool, community facility, sports field or facility, public open space, public garden, public square, cemetery, beach, foreshore, dune, wharf, breakwater, boat ramp, pontoon, road, street, lane, thoroughfare, footpath, access way, cycleway, bridleway, car park, grass verge, berm, and any part of the public place.</p>
	Recovery	As defined in the Act.
	Recyclable material or Recyclables	The types of waste that are able to be recycled and that may be specified by the Council from time to time under this Bylaw.
	Recycling	As defined in the Act.
	Reuse	As defined in the Act.
	Rural areas	Any areas zoned and/or defined in the [insert name] District Plan as rural.
	Site	For the purposes of this Bylaw means an area of land that is the subject of an application for a building consent or an area of land where a specific development or activity is located or is proposed to be located.
	Specified intended life	As defined in the Building Act 2004.
	Treatment	As defined in the Act.
	Unaddressed mail	Any mail or material that does not display a full address and name of a person at that address.
	Waste	As defined in the Act.

ID#	Clause	Draft bylaw text
		<p>Waste collector Any person or entity that collects or transports waste and includes commercial and non-commercial collectors and transporters of waste (for example, community groups and not-for-profit organisations); but does not include individuals who collect and transport waste for personal reasons (for example, the owner taking their own household garden waste to a waste management facility).</p>
		<p>Waste management facility A facility authorised by the Council which primarily provides waste treatment and disposal services or waste remediation and materials recovery services, in relation to solid waste. Includes but is not limited to waste transfer stations, resource recovery stations, recycling centres, composting facilities, landfills or clean fill sites, or hazardous waste facilities.</p>
		<p>Waste Management and Minimisation Plan or WMMP A waste management and minimisation plan adopted by the Council under section 43 of the Act.</p>
		<p>Waste operator Any person or entity that operates a waste management facility.</p>
		<p>Waste remediation and materials recovery services The remediation and clean-up of contaminated buildings and mine sites, mine reclamation activities, removal of hazardous material and abatement of asbestos, lead paint and other toxic material. This also includes recovery, sorting, and/or storage services in relation to waste.</p>
		<p>Waste treatment and disposal services The treatment or disposal of waste (including hazardous waste), including the operation of landfills, combustors, incinerators, composting, bio-digesters and other treatment facilities (except sewage treatment facilities), and waste transfer stations.</p>
7	Controls	<p>7.1 The Council may make, amend or revoke controls for the safe and efficient operation of waste collections services from a public place.</p> <p>7.2 The controls made by Council under clause 7.1 may relate to the following matters:</p> <ul style="list-style-type: none"> (a) The type, size, capacity/volume, weight, number, colour and construction of approved receptacles that may be used for the disposal, storage and collection of waste and recyclable material; (b) The types of household waste that may be treated for all purposes (including deposit, collection, transportation and disposal) as recyclable, organic waste, or other residual waste; (c) The types and categories of waste that may be deposited in approved receptacles; (d) The conditions applicable to any collection service from a public place, including the placement and retrieval of approved receptacles for collection, collection days and times, and restrictions on the number and weight of approved receptacles; (e) Requirements to ensure the correct separation of wastes into approved receptacles, including content control messaging and symbology on an approved receptacle that specifies the permitted and prohibited content;

ID#	Clause	Draft bylaw text
		<ul style="list-style-type: none"> (f) Maximum allowable limits of a specified waste type that may be deposited, collected or transported from a public place in an approved receptacle; (g) Maximum allowable limits of a waste type that may be placed in a receptacle that is approved for another type of waste; (h) Requirements applicable to waste minimisation (i) Types of waste that are prohibited; (j) The locations, access times and conditions of use of approved collection points; (k) Requirements relating to the safe and secure transportation of waste; (l) Requirements applicable to waste service users and/or to waste handling and collection if traffic or pedestrian safety have the potential to be adversely impacted by the deposit of material in a public place or by waste servicing operations; and (m) Any other operational matter required for the safe and efficient operation of a waste collection service from a public place.
		7.3 The Council must, before making, amending or revoking any control under clause 7.1, comply with the requirements under Subpart 1 of Part 6 of the Local Government Act 2002 .
		7.4 Any control made, amended or revoked under clause 7.1:
		<ul style="list-style-type: none"> (a) Must be made by a resolution of Council that is made publicly available; and (b) May: <ul style="list-style-type: none"> i. Regulate, control or prohibit any matter or thing either generally, for any specified classes of case, or in a particular case; ii. Apply to all waste or to any specified category or type of waste; iii. Apply the Kāpiti Coast District or to a specified part of the Kāpiti Coast District; and/or iv. Apply at all times or at any specified time or period of time.
PART B: DEPOSIT, COLLECTION, TRANSPORTATION, STORAGE, PROCESSING AND DISPOSAL OF WASTE		
8	General responsibilities	<p>8.1 The occupier and/or the manager of a premises must ensure that the waste from the premises is separated into waste types as determined by the Council and is deposited for collection in the correct approved receptacle. No person may deposit in a receptacle any material that is not approved for that type of receptacle.</p> <p>8.2 The occupier and/or the manager of any premises must ensure that:</p> <ul style="list-style-type: none"> (a) All waste receptacles are appropriately secured to deter scavenging and to prevent waste escaping; (b) Any waste receptacle is regularly emptied when it is full; and (c) The contents of any waste receptacle are protected from rain, dispersal by wind, or ingress or egress of flies, vermin and animals. <p>8.3 The occupier and/or the manager of any premises must ensure that:</p>

ID#	Clause	Draft bylaw text
		<ul style="list-style-type: none"> (a) All approved receptacles are kept in a safe location, are hygienic, in good repair, and are without any modifications or alterations to their appearance; (b) The contents of any approved receptacle do not seep or escape so as to be injurious or dangerous to health, cause an offensive smell or be a source of litter; (c) Waste is deposited in the receptacle in a manner that allows the whole of the contents to fall out easily and cleanly when the receptacle is emptied; (d) The receptacle is placed upright either at an approved collection point or for collection in a position off the carriageway, in front of the premises from which the waste originated and as close to the kerbside as possible; (e) The receptacle is placed so that it does not disrupt or obstruct pedestrian, wheelchair or vehicular traffic, and so that access to the premises is preserved; and (f) The receptacle is placed for the collection of waste and is retrieved in accordance with any applicable control specified by the Council under this Bylaw.
		<p>8.4 No person shall deposit waste in a manner where:</p> <ul style="list-style-type: none"> (a) The receptacle is damaged or otherwise likely to cause injury to the collector; (b) In the opinion of the Council, or the waste collector or waste operator where applicable, the waste is in an unsanitary or in an offensive condition; (c) The waste includes waste prohibited under this Bylaw; (d) The container/receptacle is not an approved receptacle; (e) The receptacle is in a condition that allows spillage of waste or is not of a sufficient size to contain the waste; (f) The receptacle or the waste does not comply with the rules under this Bylaw in terms of type, size, volume, weight, numbers, colour, placement or any other detail; (g) The number of approved receptacles placed out for collection is greater than the authorised number of receptacles for the property, unless approved by an authorised officer; or (h) Any other reason which the Council, or the waste collector or operator, deems would cause a health and safety concern to the waste collection operation.
		<p>8.5 No person shall:</p> <ul style="list-style-type: none"> (a) Put waste into an approved receptacle allocated to any other person, without that other person's consent; (b) Remove waste from, or interfere with any waste deposited in, an approved receptacle, except the Council, a waste collector, or the person who deposited the waste; or (c) Remove a receptacle provided to the premises to which it has been allocated, except with the prior written approval of the Council or the waste collector.
		<p>8.6 The occupier and/or the manager of any premises is responsible for any waste generated on that premises until it has been collected.</p>

ID#	Clause	Draft bylaw text
		<p>8.7 The occupier and/or the manager of any premises is responsible for any waste not collected because of non-compliance with this Bylaw. Any waste or recyclables not collected shall be removed from the roadside by the occupier and returned to the occupier’s premises by noon on the day following collection or within such other time period as specified by a control made under this Bylaw.</p> <p>8.8 To enable the occupier and/or the manager of a premises to be able to comply with clauses 8.1-8.5, an authorised officer may approve placement of approved receptacles in a location other than directly outside that premises.</p> <p>8.9 Where any breaches of the conditions in clauses 8.1-8.5 occur, the waste collector shall not be obligated to collect the waste.</p> <p>8.10 No waste shall be transported by vehicle through, over or upon any road or public place unless such waste is sufficiently and adequately covered to prevent any of the waste from falling or otherwise escaping on to any road or other public place.</p> <p>8.11 Any waste or diverted material deposited in or on a public place or disposed of in a manner that is in breach of this Bylaw, and/or any controls made under clause 7 of the Bylaw, shall be deemed to be litter under the Litter Act 1979 and will be subject to enforcement action under that Act.</p>
9	Waste collections from a public place	<p>9.1 Waste must not be placed on or in a public place for collection unless it is:</p> <ul style="list-style-type: none"> (a) A type of waste specified and approved by the Council as able to be placed on or in a public place for collection; and (b) Placed in an approved receptacle for collection by a waste collector. <p>9.2 Prohibited waste, diverted material, construction and demolition waste, or commercial or industrial waste must not be placed on or in a public place for collection unless authorised by the Council under this Bylaw or another Council Bylaw.</p> <p>9.3 Any waste collector who collects or transports waste from a public place must:</p> <ul style="list-style-type: none"> (a) Make available to the occupier and/or manager of a premises the appropriate approved receptacles to enable separate collection of each of the waste types required to be separately collected from the premises; (b) Clearly identify their name and contact details on all approved receptacles; (c) Not collect any household waste which has not been separated into the waste types as required under this Bylaw and/or any controls made under clause 7 this Bylaw; and (d) Following collection, ensure that any receptacle is placed so that it does not disrupt or obstruct pedestrian, wheelchair or vehicular traffic, and so that access to the premises is preserved.

ID#	Clause	Draft bylaw text
		9.4 Any person providing or using a waste collection service in or from a public place must comply with all controls made under this Bylaw by the Council relating to that collection.
10	Approved Collection Points	<p>10.1 No person may deposit waste at an approved collection point other than in accordance with any applicable Council control.</p> <p>10.2 The Council may specify:</p> <ul style="list-style-type: none"> (a) Any place, or receptacle in a public place or on a barge in a marine area, as an approved collection point for the collection of household waste; and (b) Controls relating to the deposit of waste at the collection point including the use of specified receptacles.
11	Licensing of Waste Collectors and Waste Operators	<p>11.1 Any:</p> <ul style="list-style-type: none"> (a) Waste collector who handles more than 20 tonnes of waste in any one twelve month period in, around or out of the [insert District/City name]; or (b) Waste operator with a waste management facility in the Kāpiti Coast District that handles more than 20 tonnes of waste in any one twelve month period; <p>must have a current licence that has been issued by the Council and may not collect waste or operate a waste management facility (as the case may be) without such a licence.</p> <p>11.2 An application for a licence must be made on the approved form available from the Council, and must be accompanied by the application fee and the supporting information required by the Council to process the application.</p> <p>11.3 The holder of an existing licence may apply to the Council for a renewal of that licence.</p> <p>11.4 A licence is personal to the holder and is not transferable.</p> <p>11.5 A licence may be granted or refused at the discretion of the Council, and if granted, may be on such terms and conditions as the Council considers fit.</p> <p>11.6 When considering a licence application, the Council may take into account a range of factors including but not limited to the following:</p> <ul style="list-style-type: none"> (a) The nature of the activity for which a licence is sought; (b) The extent to which the licensed activities will promote public health and safety, and support achievement of the Council's WMMP, including the waste minimisation goals and initiatives within that plan; (c) The extent to which the licensed activities will adopt best practice waste management and minimisation; (d) The quantity and type of waste to be handled; (e) The methods employed for the handling, disposing and recycling of the waste and the minimisation of litter, including (but not limited to):

ID#	Clause	Draft bylaw text
		<ul style="list-style-type: none"> i. the identity of the waste management facility at which it is proposed that recycling, recovery, sorting, storage, treatment, or disposal will occur; and ii. adherence to health and safety standards and any other relevant industry standards;
	(f)	The frequency and location of the waste collection, removal, storage and transportation services;
	(g)	The applicant’s experience, reputation, and track record in the waste and diverted material industry, including any known past operational issues which may affect the applicant’s performance, and any breaches of previous licence conditions; and
	(h)	The terms and conditions under which any disposal of waste is permitted and the existence of, or need for, any statutory approvals, authorisations, or consents required to be held or complied with in respect of such disposal.
	11.7	When considering an application for a licence, the Council may inspect the premises or locations related to the application in relation to the purposes for which the licence is sought.
	11.8	A licensed waste collector or waste operator must comply with all terms and conditions of the licence. The terms and conditions may include, but are not limited to, the following matters:
	(a)	Term – a licence may be granted for a term of up to five years from the date of Council approval, or for a shorter duration if specified in the terms and conditions of the licence, and will be reviewed every year by the Council to ensure compliance with the terms and conditions of the licence;
	(b)	Licence fee – the licensee must pay an annual licence fee in the amount determined by the Council;
	(c)	Performance bond – the Council may require a licence holder to post a bank-guaranteed bond or a security;
	(d)	Compliance – the licence holder must comply with any relevant controls, standards or policies the Council has set for waste handling such as (but not limited to): <ul style="list-style-type: none"> i. Provision of waste collection services within reasonable collection times and to meet any minimum collection frequencies specified by Council; ii. Provision of appropriate approved receptacles for waste collection which clearly identify the waste collector’s name and contact details; and iii. The collection of any litter within a specified distance of an approved receptacle awaiting collection and any litter spillage from the licence holder’s vehicle during the collection, transportation, storage or disposal process.
	(e)	Provision of information – the licence holder must provide data relating to all waste they have handled to the Council during the term of their licence, in the form and at the times determined by the Council (but not limited to): <ul style="list-style-type: none"> i. The quantities of various waste types that have been handled by the waste collector or waste operator during a specified period of time, including the source and destination of each waste type and the method of processing (recycling, recovery, treatment, disposal etc); and ii. Weighbridge receipts, gate records of waste tonnages per waste type as specified in the licence. The minimum requirement will be an annual performance report due within one month of the completion of each year of the licence.

ID#	Clause	Draft bylaw text
	<p>Waste collection, transportation, storage and deposit controls</p>	<p>12.4 Any person who owns, manages or occupies a multi-unit development must comply with the approved multi-unit development waste management plan for that development and any conditions applied to the approval by the Council (except if an exemption is granted in accordance with clause 12.5).</p> <p>12.5 The Council may, on application, grant a written exemption from compliance with all or any the requirements of this clause 12 if:</p> <ul style="list-style-type: none"> (a) In the opinion of the Council, the costs of full compliance would be disproportionate to any resulting waste management and minimisation benefits; and/or (b) The owner and/or the manager demonstrates to the satisfaction of the Council that recyclable material, organic waste and other wastes are separately and regularly collected. <p>12.6 The Council may specify further controls for the following matters in relation to the collection, transportation, storage or deposit of waste from multi-unit developments:</p> <ul style="list-style-type: none"> (a) The categories of recyclable material, organic waste and other residual waste that may be deposited at or collected from a multi-unit development; (b) The times, locations and conditions applicable to any collection service from a multi-unit development, including the placement and retrieval of receptacles for collection, collection times and restrictions on the number and weight of approved receptacles; (c) Requirements to ensure the correct separation of organic waste, recyclable materials and other residual waste into approved receptacles; and (d) Any other operational matter required for the safe and efficient operation of a collection service from a multi-unit development. <p>12.7 Any person who owns or manages a multi-unit development or owns or occupies a unit in a multi-unit development must comply with any controls for the deposit, collection, transportation, storage and management of waste in the multi-unit development made by the Council under clause 7 of this Bylaw.</p>
13	Events	<p>13.1 At least 10 working days prior to the commencement of an event, the event manager must submit to the Council for approval an event waste management plan for the event.</p> <p>13.2 The event waste management plan must set out:</p> <ul style="list-style-type: none"> (a) An estimate of the types and amounts of waste to be generated by the event; (b) How waste generated by the event is to be minimised; (c) The steps that will be taken to maximise the collection and use of recyclables and other recoverable, reusable or compostable materials, and an estimate of the diversion of waste; (d) The equipment to be provided for the storage, collection and transportation of waste and diverted material; (e) The proposed method for minimising and capturing litter associated with the event; (f) The person responsible for the collection and disposal of waste and the methods to be used; (g) The timing and frequency of the collection of waste, during or after the event; and

ID#	Clause	Draft bylaw text
		<p>(h) Any other matters relating to event waste management and minimisation that may be specified by the Council.</p> <p>13.3 The manager of an event must comply with the event waste management plan approved by the Council for the event.</p> <p>13.4 On completion of the event, if requested by the Council, the event manager must provide the Council with a waste analysis report, which at a minimum, will include a breakdown of:</p> <ul style="list-style-type: none"> • The types of waste generated by the event; • The amounts of waste (by type) generated by the event; • The amount of waste diverted; and • The waste management facilities used to recover, recycle, treat or dispose of this waste. <p><i>[link to the regional event guidelines and any other useful materials/aids for people preparing waste management plans to assist event organisers/managers to be included]</i></p>
14	Construction Site and Demolition Waste	<p>14.1 The Council may make a control under this Bylaw to require any person that is applying for a building consent for building work of a certain estimated value or higher to submit a construction site and demolition waste management plan to the Council for approval prior to the commencement of any building work.</p> <p>14.2 At a minimum, a construction site and demolition waste management plan must set out:</p> <ol style="list-style-type: none"> (a) The name of the client, principal contractor, and person who prepared the waste management plan; (b) The location of the site; (c) The estimated total cost of the building work; (d) A description of all types of waste expected to be produced; (e) The proposed method of waste management for each type of waste (e.g. reuse, recovery, recycling, disposal); and (f) The proposed method for minimising and capturing litter associated with the project and the building work. <p>14.3 A construction site and demolition waste management plan may also be required by Council to set out:</p> <ol style="list-style-type: none"> (a) An estimate of the quantity of each type of waste; and (b) An estimate of the diversion of waste. <p>14.4 While the building work is being carried out, the principal contractor may be required by Council to:</p> <ol style="list-style-type: none"> (a) Review the construction site and demolition waste management plan as necessary; (b) Record quantities and types of waste produced; and (c) Record the types and quantities of waste that have been: <ol style="list-style-type: none"> i. Reused (on or off site); ii. Recycled (on or off site); iii. Sent to other forms of recovery (on or off site);

ID#	Clause	Draft bylaw text
		<ul style="list-style-type: none"> iv. Sent to landfill; v. Sent to cleanfill; or vi. Otherwise disposed of. <p>14.5 Within three months of completion of the building work the Council may require the principal contractor to add to the construction site and demolition waste management plan:</p> <ul style="list-style-type: none"> (a) Confirmation that the plan has been monitored and updated; (b) A comparison of estimated quantities of each type of waste generated against the actual quantities of each waste type; (c) An explanation of any deviation from the plan; and (d) An estimate of any cost savings that have been achieved by completing and implementing the plan. <p>14.6 Where a construction site and demolition waste management plan is required, the principal contractor must ensure that a copy of the construction site and demolition waste management plan is kept on site, and that every contractor knows where it can be found. It must be available to any contractor carrying out any work described in the plan.</p> <p><i>[to be included when the control is set by Council; link to any useful information and material/aids to assist people preparing waste management plans e.g. free templates and support available from agencies such as BRANZ and the Green Building Council]</i></p>
15	Inorganic waste	<p>15.1 The Council may specify controls for the following matters in relation to the collection of inorganic waste from a public place:</p> <ul style="list-style-type: none"> (a) the weight, size and nature of inorganic waste that may be deposited for collection; (b) the categories of inorganic waste that may be deposited for collection; (c) the times, locations and conditions applicable to the collection of inorganic waste from a public place; (d) the collection methods that cause health and safety risks; (e) any other operational matters required for the safe and efficient collection of inorganic waste from a public place. <p>15.2 Any person who deposits inorganic waste for collection on, or collects and transports inorganic waste from, a public place must comply with any controls made by the Council under this Bylaw.</p>
16	Nuisance and litter	<p>16.1 No person may:</p> <ul style="list-style-type: none"> (a) allow any accumulation of waste or diverted material on any premises they own, occupy or manage to become offensive, a nuisance or likely to be injurious to health; or (b) use an approved receptacle in a manner that creates a nuisance, is offensive or is likely to be injurious to health. <p>16.2 Except as provided for under this Bylaw, no person may:</p> <ul style="list-style-type: none"> (a) bury or allow to be buried any waste on any property they own, occupy or manage except: <ul style="list-style-type: none"> i. organic waste, including dead farm animals in rural areas; ii. dead companion animals and nuisance pests; or

ID#	Clause	Draft bylaw text
		<ul style="list-style-type: none"> iii. for the purposes of home composting; iv. waste deposited in a farm refuse dump or an offal pit that is consented or complies with the permitted activity conditions of the Wellington Region Natural Resources Plan; <p>(b) dispose of any waste on any premises except at –</p> <ul style="list-style-type: none"> i. a waste management facility, or ii. any premises they own, occupy or manage, for the purposes of home composting. <p>16.3 No person may:</p> <p>(a) deposit any waste arising from that person’s household or that person’s business activities in any litter receptacle provided by the Council in any public place;</p> <p>(b) remove any waste from any litter receptacle provided by the Council in any public place, where this results in any waste being deposited outside the litter receptacle, unless authorised by the Council to do so;</p> <p>(c) deposit or attempt to deposit any litter in any litter receptacle provided by the Council in any public place if:</p> <ul style="list-style-type: none"> i. the receptacle is full; or ii. the litter is likely to escape; <p>(d) fix or attach any flag, banner, bunting, balloon, sign, poster, leaflet or similar thing to any litter receptacle provided by the Council in any public place; or</p> <p>(e) damage any litter receptacle provided by the Council in any public place.</p> <p>16.4 The owner, occupier or manager of any premises on which any flag, banner, bunting, balloon, sign, poster, leaflet or similar device is displayed that is likely to become litter, must take all steps to the satisfaction of the Council to prevent it becoming litter and to clean it up in the event that it does become litter.</p>
17	Unaddressed mail and advertising material	<p>17.1 No person may deposit, cause, permit or authorise the deposit of any unaddressed mail or advertising material:</p> <ul style="list-style-type: none"> (a) in any letterbox which is clearly marked "no circulars", "no junk mail", "addressed mail only" or with words of similar effect, or around or near any such letterbox or associated vehicle accessway; (b) on any vehicle parked in a public place; or (c) in a letterbox that is already full of mail and/or advertising materials. <p>17.2 Clause 17.1(a) does not apply to:</p> <ul style="list-style-type: none"> (a) material or public notices from any government department or agency, crown entity, local authority, or material from a network utility relating to the maintenance, repair, servicing or administration of that network utility; (b) communications or fund raising material from local community organisations, charities or charitable institutions; (c) material from a political party, political candidate or elected member; or (d) a community newspaper or newsletter, unless the letterbox is clearly marked “no community newspapers” or with words of similar effect.

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		<p>17.3 Any unaddressed mail or advertising mail deposited in a manner in breach of clauses 17.1 and 17.2 shall be deemed to be litter under the Litter Act 1979.</p> <p><u>national code of practice for distribution of unaddressed mail</u></p>
18	Donation Collection Points	<p>18.1 Anyone intending to establish a donation collection point in or on a public place must notify the Council in advance and must operate the donation collection point in compliance with any requirements the Council specifies including but not limited to:</p> <ul style="list-style-type: none"> (a) location; (b) vehicle access; (c) type of waste which may be deposited; and (d) use of approved receptacles. <p>18.2 All donation collection points must ensure:</p> <ul style="list-style-type: none"> (a) the removal of deposited material from the collection point; (b) the clean-up of any litter or illegal dumping; and (c) the clean-up or removal of any graffiti.
PART 3: OTHER MATTERS		
19	General Offences and Penalties	<p>19.1 Any person who fails to comply with this Bylaw and the decisions and controls made under this Bylaw commits an offence under section 239 of the Local Government Act 2002 and is liable to a fine as specified in section 242(4) of the Local Government Act 2002.</p> <p>19.2 A person who commits a breach of this Bylaw that is an offence under the Litter Act 1979, the Waste Minimisation Act 2008 or the Health Act 1956 is liable to a penalty (without limitation) under those Acts, as relevant.</p>
20	Other Enforcement Powers - Non-compliance with licence terms and conditions	<p>20.1 Any control that is made or amended by Council under clause 7.1 shall be enforceable under this Bylaw.</p> <p>20.2 Where a licence holder does not comply with the requirements of this Bylaw and/or the terms and conditions of a licence, the Council may take one or more of the following steps:</p> <ul style="list-style-type: none"> (a) Issue a written warning to the licence holder, which may be treated as evidence of a prior breach of a licence condition during any subsequent review of the licence; (b) Review the licence, which may result in: <ul style="list-style-type: none"> i. amendment of the licence; or ii. suspension of the licence; or iii. withdrawal of the licence. (c) Have recourse to any performance bond or security where the Council has incurred any cost as a result of the breach of the licence condition, including where the Council has itself performed or arranged for the performance of any licensed activity on the default of the licence holder; (d) Review the amount and nature of the performance bond or security, which may result in: <ul style="list-style-type: none"> i. an increase of the amount of the performance bond or security; ii. a change to the nature of the security that has been provided.

ID#	Clause	Draft bylaw text
	Non-compliance with general responsibilities and waste collection requirements	<p>(e) Enforce any offence that may have been committed under the Litter Act 1979; and</p> <p>(f) Enforce any breach of this Bylaw, as provided for in the Health Act 1956, the Local Government Act 2002 and the Waste Minimisation Act 2008.</p> <p>20.3 Where a person does not comply with the requirements of this Bylaw and/or any controls made under the Bylaw in relation to the waste and diverted materials collection service that applies to them, the Council (or a licensed waste collector where applicable) may take the following action(s) against the person:</p> <p>(a) Reject (i.e. not collect) the contents of any approved receptacle left out by that person for collection from a public place, if the contents or placement of the receptacle is non-compliant;</p> <p>(b) Remove the contents of any approved receptacle left out for collection from a public place where the contents or placement of the receptacle is non-compliant, subject to payment of the costs of removal, administrative costs and an additional penalty equivalent to the amount payable for the collection of the largest available size of approved receptacle from that premises;</p> <p>(c) Withdraw or suspend the collection service being provided to that person;</p> <p>(d) Enforce any offence that may have been committed under the Litter Act 1979; and/or</p> <p>(e) Enforce any breach of this Bylaw, as provided for in the Health Act 1956, the Local Government Act 2002 and the Waste Minimisation Act 2008.</p> <p>20.4 Where action has been taken against a person under clause 20.3(c), the Council can authorise the reinstatement of the collection service once it is satisfied on reasonable grounds that the Bylaw will be complied with.</p>
	Non-compliance with approved collection point requirements	<p>20.5 Where a person does not comply with a control made by the Council under clause 10 of this Bylaw the Council may:</p> <p>(a) Suspend that person's use of any service provided by the Council at any or every waste collection service;</p> <p>(b) Enforce any offence that may have been committed under the Litter Act 1979; or</p> <p>(c) Enforce any breach of this Bylaw, as provided for in the Health Act 1956, the Local Government Act 2002 and the Waste Minimisation Act 2008.</p> <p>20.6 Where a person does not comply with any of the requirements in clauses 12 (Multi-Unit Developments), 13 (Events) or 14 (Construction Site and Demolition Waste Management Plans) and/or any controls made under the Bylaw, the Council may take one or more of the following steps:</p> <p>(a) Enforce any offence that may have been committed under the Litter Act 1979; and/or</p> <p>(b) Enforce any breach of this Bylaw, as provided for in the Health Act 1956, the Local Government Act 2002 and the Waste Minimisation Act 2008.</p>
	Non-compliance with waste management plan requirements	<p>20.7 Where a person does not comply with a control made by the Council under clause 15 of this Bylaw, the Council (or a licensed waste collector or waste operator where applicable) may:</p> <p>(a) Reject (i.e. not collect) the inorganic material, if the inorganic material or placement is non-compliant;</p> <p>(b) Remove the inorganic material, where the inorganic material or placement is non-compliant, subject to payment of the costs of removal, administrative costs and an additional penalty specified by the council;</p>
	Non-compliance with inorganic material requirements	<p>(c) Enforce any offence that may have been committed under the Litter Act 1979; and/or</p> <p>(d) Enforce any breach of this bylaw, as provided for in the Health Act 1956, the Local Government Act 2002 and the Waste Minimisation Act 2008.</p> <p>20.8 Where a person does not comply with any of the requirements in clause 17 of this Bylaw, the Council may use its enforcement powers under the Litter Act 1979.</p>

ID#	Clause	Draft bylaw text
	Non-compliance with unaddressed mail requirements	
21	Exceptions and Saving Provisions	21.1 A person is not in breach of this Bylaw if that person proves that the act or omission was in compliance with the directions of an Authorised Officer. 21.2 A product stewardship scheme accredited under the Act may be exempt from the requirements of this Bylaw.
22	Fees	22.1 The Council may in accordance with the provisions of section 150 of the Local Government Act 2002 set prescribed fees under this Bylaw. 22.2 The Council may refund, remit or waive any fee prescribed by this Bylaw or charge payable for an authority, approval, licence, permit or consent from, or inspection by, the Council, for any reason it thinks fit.
23	Forms and processes	23.1 The Council may prescribe the form of, and process to be followed for, any application, approval, licence, or other document, which is required under this Bylaw (or any related controls made by Council). These forms and processes may be altered or amended at any time.

SCHEDULE 1 PROPOSED CONTROLS TO THE KAPITI COUNCIL SOLID WASTE MANAGEMENT AND MINIMISATION BYLAW 2020

In accordance with clause 7.1 of the Kāpiti District Council Solid Waste Management and Minimisation Bylaw 2020, the Council resolves the following controls in relation to solid waste management, collection and disposal.

1 INTRODUCTION AND COMMENCEMENT

1.1 These are Council resolutions made pursuant to clause 7.1 of the Kāpiti Solid Waste Management and Minimisation Bylaw 2020 (“the Bylaw”) and should be read and conjunction with it.

These resolutions come into force on 1 January 2021

CONTROLS***Waste collection Services (applicable to any privately or Council provided collection service)***

1.2 Approved receptacles for the collection of household waste (including recycling and organic waste) are:

- a) Wheeliebins for waste
- b) Wheeliebins for mixed recycling excluding glass
- c) Crates for glass recycling
- d) Crates for mixed recycling including glass
- e) Wheeliebins for organic waste

1.3 The types of and categories of waste that can be deposited in receptacles for household waste:

- a) Wheeliebins for waste: residual waste originating from a household which may not include prohibited waste, hazardous waste, trade waste, liquid waste or construction and demolition waste
- b) Wheeliebins for mixed recycling excluding glass: plastics numbered 1, 2 and 5 (without lids), cardboard, paper, aluminium and steel cans. *Glass cannot be deposited in these wheeliebins but must be deposited in the separately provided crate.*
- c) Crates for glass recycling: glass bottles and jars (without lids) only
- d) Crates for mixed recycling including glass: plastics numbered 1,2 and 5 (without lids), cardboard, paper, aluminium and steel cans, glass bottles and jars

1.4 The permitted times for waste, recycling or other diverted material collection services, whether the service is provided by private waste collectors or Council (clause 7.2 (d)) are as follows:

- a) For residential areas within the Kapiti Coast District collection services are permitted 6 days of the week (Monday – Saturday) between the hours of 7am to 6pm.
- b) For business activity areas (retail, commercial and industrial) located within specific centres and zones within the District, collection services are permitted 6 days a week (Monday to Saturday) between the hours of 6.00am and 9.00pm.
- c) The Council may approve a variation to collection times for reasons of health, safety or congestion. Requests must be made to the Authorised Officer under this Bylaw (General Manager Infrastructure Services). Prior to the consideration of the request, all affected parties must be notified by the Authorised Officer and given the opportunity to have their views considered by the Council as part of the decision making process. If a variation to collection times is approved, the collection service provider must notify all affected customers in writing of the times for when waste and diverted material must be put out.

1.5 Where the operation of a waste, recycling or other diverted material collection service can be carried out entirely on private property, the permitted times are as follows:

- a) For all areas within the Kapiti Coast District on any day at any time except for between the hours of 10.00pm and 6.00am, unless the conditions of a current resource consent for the property or an activity on the property provide otherwise

1.6 The emptying of Council provided litter receptacles located in public places may occur on any day and at any time.

Storage of Waste

1.7 Waste, recycling or other diverted material must not be stored in or on a public place unless specifically approved by the Kāpiti Coast District Council.

Placement and Retrieval of Waste and Waste Receptacles

1.8 Waste, recycling or other diverted material may only be placed in or on a public place for collection pursuant to the Bylaw or the controls made under the Bylaw unless otherwise approved by the Kāpiti Coast District Council.

1.9 Approved receptacles must be placed in an appropriate location in or on a public place⁵ for the collection of waste, recycling or other diverted material during the following permitted times:

- a) Receptacles may be placed for collection from 12 noon on the day preceding collection, and must be placed for collection before 7.00am on the day of collection or by the latest time as notified by a private collection service provider.
- b) All receptacles and any uncollected waste, recycling or other diverted material must be removed from the public place by 12 noon on the day following collection day unless the collector has sent out notification that collections were delayed and will now be carried out on that following day. In that case a) applies.

1.10 Other diverted materials or inorganic waste for which a collection day has been agreed and confirmed between the occupier/owner of a premises/property and an approved collector, must in principle be collected from the private property that the waste originates from. If collection

⁵ Refer to clause 8.3 (c) and (d) for requirements for placement of receptacles

from private property is not possible, these materials must be placed in an appropriate location in or on a public place. Controls 1.8, 1.9, 1.4 and 1.5 apply to these collections.

1.11 Any type of uncollected waste, recycling or diverted material including approved receptacles and waste outside of an approved receptacle, intentionally or otherwise, remain the property and responsibility of the depositor and will be considered litter under the Litter Act 1979 if not removed from the public place and will be subject to enforcement action under that Act.

Prohibited materials

1.12 No person shall deposit or cause or allow any of the following materials to be deposited in any approved waste receptacle placed for collection:

- a) Explosives, highly inflammable or infectious material, hot ashes
- b) Liquids, acids, printer's ink, paint or any other viscous fluid;
- c) Any pesticides, herbicides, fungicides or other toxic compounds or any containers that have been used to hold such materials;
- d) Any ashes, broken bottles, glass or glass particles, broken crockery, broken china, razor blades, syringes, knives or any other object or material capable by reason of its shape or sharpness of causing injury unless such waste is properly and sufficiently wrapped/contained so as to prevent injury to waste collectors, damage or loss; or
- e) Hazardous waste as defined in clause 6 of the Bylaw; or
- f) Any other prohibited waste as identified in clause 6 of the Bylaw.

1.13 No person shall deposit or cause or allow any of the following materials to be deposited in any approved recycling receptacle place for collection:

- a) Any broken glass or bottles
- b) Any type of waste that is not recyclable material that can be placed in recycling receptacles for collection as set out under control 1.3.

8.3 REPORT ON THE INDEPENDENT ORGANISATIONAL REVIEW

Author: Ian Clements, Finance Team

Authoriser: Wayne Maxwell, Chief Executive

PURPOSE OF REPORT

- 1 The purpose of this report is for the Council to formally receive the Martin Jenkins Independent Organisational Review.

DELEGATION

- 2 The Council has the authority to consider this matter.

BACKGROUND*Establishing the Subcommittee and confirming Terms of Reference*

- 3 At its meeting on the 27 June 2019, the Council approved the commencement of an Independent Organisational Review (the Review) to include the following in its scope:
 - a) internal culture of the staff organisation, including staff satisfaction and turnover;
 - b) relationship and interface between governance and the staff organisation;
 - c) relationships with key stakeholders and the interface between the staff organisation and ratepayers;
 - d) the effective delivery of the Open for Business programme; and
 - e) the capacity and capability of the staff organisation to deliver the Council's objectives in a cost effective and efficient manner.
- 4 At the same meeting, the Council further agreed to the immediate establishment of the Independent Organisational Review Subcommittee (the Subcommittee) to oversee the review process including the appointment of the independent reviewer for approval by Council.
- 5 The Subcommittee initially comprised the Mayor⁶, Chief Executive or alternate and three councillors - Cr James Cootes, Cr John Howson and Cr Janet Holborow. Council's three iwi partners were represented by an ART Confederation representative – Mahina-a-rangi Baker.
- 6 The key responsibilities of the Subcommittee were to:
 - a) develop the Terms of Reference for the independent review;
 - b) to oversee the procurement process;
 - c) make recommendations on the selection and appointment of the entity / organisation contracted to deliver the review;
 - d) report regularly to the Council on the progress of the Review.
- 7 It was intended that the Review be completed in time to report to the last Council meeting of the 2016-19 triennium on 26 September 2019, or earlier if possible.
- 8 The Subcommittee met several times in July and August, mainly in the first instance to oversee the development of the Terms of Reference for the Review, with the assistance of an independently appointed Terms of Reference Advisor. The Terms of Reference for the Review were agreed at the Council meeting on 29 August.

⁶ The Mayor stood down on 20 September due to work pressures and nominated Councillor James Cootes as the new chairperson of the Subcommittee.

- 9 There was no specific process to appoint the Terms of Reference Advisor. The Subcommittee considered a number of options, and identified John Maasen (Barrister, Barristers.Comm) who agreed to assist.

Funding the Review

- 10 Because the Subcommittee had no delegated financial authority from the Council and because the organisational review was initiated after the adoption of the 2019/20 Annual Plan, there was no allocated budget for the external Review costs.
- 11 At the Council's direction, Council Officers were tasked with identifying 2019/20 Annual Plan budgets that could be reassigned to help fund the total estimated costs of the Review.
- 12 The financial impacts of this are discussed in the *Financial considerations* section of the report.

Overseeing the procurement process

- 13 The Subcommittee was responsible for overseeing the procurement process, which it did with the assistance of the Council's Procurement Specialist, including the appointment of a probity advisor to ensure that a robust procurement process was followed. Audit NZ was selected as the probity advisor
- 14 A RFP was advertised on the Government Electronic Tender Service and after the proposals were evaluated a shortlist of three was drawn up and those shortlisted were invited to present their proposals to the Subcommittee.
- 15 External consultants MartinJenkins, were selected by the Subcommittee as the preferred supplier for recommendation to the Council. At the Council meeting on 10 October, the Council approved the appointment of MartinJenkins.
- 16 Audit New Zealand provided an assurance report to confirm that they were satisfied that the procurement had been conducted in accordance with recognised good practice and with due regard to probity.

Review delivery

- 17 The Review was expected to commence on the 14 October 2019 and take three months to complete. MartinJenkins reported directly to the new Mayor, until such time as alternate arrangements could be made by the new Council following the 2019 elections. As the Subcommittee ceased with effect from the 10 October 2019, and no moves were made to extend its tenure, MartinJenkins continued to report directly to the Mayor.
- 18 The Review progressed from its start date in October and was developed through the input of a significant number of current and former staff and elected members, and the community, as well as the provision of substantial Council documentation.
- 19 Originally MartinJenkins was expected to report back early in 2020. The Review was taking a little longer than first anticipated to complete due to the number of people that came forward for interview and some scheduling issues created by the Christmas / New Year break. In early 2020, MartinJenkins indicated that they expected to present their report to Council at the end of April.
- 20 In April 2020, as part of its COVID-19 response the Council stated that it was focussing on supporting the Kāpiti Coast community response and planning for recovery from the impact of the COVID-19 public health restrictions. Accordingly, MartinJenkins was instructed to not deliver their final report at the end of April, as previously intended. The report was to be requested by the Council, when it was ready to receive it.
- 21 Following adverse publicity in relation to the delayed release of the review, at a Council meeting on 14 May some Elected Members notified the Chair of a *Matter of an urgent nature*. The urgent matter proposed a process directing MartinJenkins to release its final report within 30 days. The proposal also included details on which parties would receive the report and when, a requirement for the recipients of the report to be briefed, and the provision for a press release by Elected Members.

- 22 Because this matter was raised on the evening of 13 May, there was no opportunity for a staff report to be provided, nor for advice to be provided, to Elected Members. The proposal was approved by the Council.
- 23 However, and as more fully described in the officer's report to Council on 11 June, after receiving legal advice it was determined that in order to ensure natural justice and adherence to the Council's good employer obligations, the process around the release of the report be revised, as shown below:
- 23.1 15 June 2020 - report released to Simpson Grierson;
- 23.2 19 June 2020 - key findings briefing by MartinJenkins and report released to the Mayor, Councillors and Chief Executive;
- 23.3 23 June 2020 – detailed briefing by MartinJenkins to the Mayor, Councillors, Community Board Chairs, a representative of each of the Council's iwi partner organisations and the Chief Executive;
- 23.4 29 June 2020 - report released to the public.
- 24 The process which ended up with the delivery of the Independent Organisational Review was unlike most other Council reports which are usually delivered by officers to the Council. The Review was led by the Elected Members and the final report effectively delivered to the Chief Executive, to receive on behalf of the organisation.

DISCUSSION

- 25 The purpose of this report is to enable the Council to formally receive the MartinJenkins Review. The Review has been received by Elected Members and staff, and it has been released to the public. Press releases were made by the Mayor and Councillors, and by the Chief Executive.
- 26 MartinJenkins is an independent and well-regarded consultancy which has delivered a balanced, constructive and future-focussed report. The report makes a point of acknowledging all the things that the Council does well, and especially it acknowledges that the Council has committed, hard-working staff who are doing their best for their community. The report also highlights some areas where there are opportunities for improvement.
- 27 The review contained 29 specific recommendations, grouped together under a number of themes. A lot of the recommendations reinforce findings that the Council has already made, and in many cases work is already underway to address these findings.
- 28 Over the next few weeks, officers will consider the Review's findings before providing a formal response to the Mayor and Councillors, which is planned to be at the Council meeting in August.

Scope

- 29 There were three key aims of the Review in the approved Terms of Reference, as set out below:
- 29.1 To obtain accurate information through targeted and insightful interaction with people within and outside KCDC to elicit feedback concerning the efficacy and preparedness of KCDC to perform its statutory obligations and its capability and capacity to implement the planned work streams in the Long Term Plan and Annual Plan and to achieve the long term interests of the community including through effective and responsive decision-making by KCDC (EM)
- 29.2 Concerning Te Tiriti o Waitangi / Treaty of Waitangi Partnership, the aim is to confirm that mana whenua and KCDC have a living partnership which is exercised at all levels of their respective organisations.
- 29.3 The Reviewer needs to assess from the information gathering exercise matters that create significant risks to optimal performance by KCDC.

- 30 The aims of the Review can be considered to have been achieved to a reasonable extent. With regard to the first point – evidently MartinJenkins has consulted widely and received a range of views, as well as sighting a considerable number of Council plans and organisational documents. MartinJenkins noted many instances of strong Council performance, but also balanced this with its recommendations to improve Council performance.
- 31 The second aim sought to confirm that a living relationship existed at all levels between mana whenua and the Council. MartinJenkins has examined Council's relationship with mana whenua quite closely, and has the relationship as one of its Review themes, including four associated recommendations for improvement, the first of which states the need for perceived and actual working together in partnership, below the mayoral level.
- 32 The Review provides quite a lot of guidance on what good practice risk management looks like. And there is some discussion of risk around the Council's communications and its use of outsourcing. There is also some reported feedback that the Council sometimes has a risk averse approach.

Council response to review recommendations

- 33 Council officers have begun framing the responses to the 29 recommendations, in terms of what has already been done to address them, what is currently being done and what can be done in the future. These responses are planned to be presented to the Council at its meeting at the end of August.
- 34 Officers will report back to the Council on a regular basis, to provide an update on the implementation of planned activities and an assessment of how effective they are in addressing the recommendations.

CONSIDERATIONS

Policy considerations

- 35 There are no policy considerations at this time, however once a detailed action plan has been agreed in response to the 29 recommendations, there might be a need for new or amended policies.

Legal considerations

- 36 Legal advice has been sought wherever appropriate throughout the Review process. There are no further legal considerations at this time.

Financial considerations

Organisational review costs

- 37 As noted previously, the Subcommittee had no delegated financial authority and there was no approved funding in the 2019/20 Annual Plan budget. Therefore, officers needed to identify available funding from existing 2019/20 budgets that could be reassigned to help fund the total estimated costs of the Review. A total reassigned budget of \$233,000 was established in the 2019/20 year to pay for the Review.
- 38 Now that the Review has been completed, the total review costs have been confirmed at \$237,347. The breakdown of costs is as shown in the table below:

Procurement Adviser	\$33,564
Manu Whenua Representative	\$4,068
Probity Adviser	\$14,545
Terms of Reference Advisor	\$15,098
Independent Review Costs (Martin Jenkins)	\$158,930
Legal Counsel	\$9,021
Room Hire, Catering, Advertising	\$2,121
Total costs	\$237,347

Organisational Review response costs

- 39 The 2020/21 Annual Plan was adopted on 25 June and, as was the case with the Organisational Review costs, no provision has been made in the Annual Plan to fund any unbudgeted activities that may arise from the Council's proposed responses to the 29 recommendations.
- 40 Potential cost implications and associated funding options will form part of the August report and subsequent reporting.

Tāngata whenua considerations

- 41 Council's three iwi partners were represented on the sub-committee that developed the terms of reference for the review by an ART Confederation representative. The Terms of Reference included exploration of matters relating to the partnership between the Council and iwi and, one of the key themes encompassing 4 of the 29 recommendations was on how the Council could strengthen the partnership relationship with mana whenua.

Strategic considerations

- 42 When the Council has confirmed its responses to the 29 recommendations, it will be in a better position to outline how the Review contributes to one or more of Council's ten-year outcomes.
- 43 At this point in time it seems likely that the Review will help to maintain or improve the Community's satisfaction with Council services.

SIGNIFICANCE AND ENGAGEMENT

Significance policy

- 44 This report is for the receipt of the Organisational Review and as such has a low level of significance under the Council's Significance and Engagement Policy.

Consultation already undertaken

- 45 MartinJenkins consulted with current and former Elected Members and staff, Community Board members, representatives from two of the three iwi in the District and representatives from external organisations, community groups and residents' organisations.

Engagement planning

- 46 An engagement plan is not needed to implement this decision.

Publicity

- 47 There may be public interest in this report and Elected Members and the Chief Executive may wish to consider issuing a statement.

RECOMMENDATIONS

- 48 That the Council formally receives the MartinJenkins Independent Organisational Review and notes the contents of the report, including the 29 recommendations.
- 49 That the Council notes that officers are developing a response to the 29 recommendations and plan to report back to the Council at its next meeting on 27 August.

APPENDICES

Nil

8.4 KĀPITI COAST ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN 2020-23

Author: Leanna Hill, Senior Economic Development Advisor

Authoriser: James Jefferson, Group Manager Place and Space

PURPOSE OF REPORT

1. This report seeks Council's approval of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23 following the receipt and review of public feedback.
2. The report also seeks Council's approval to appoint an Independent Chair to the Economic Development Kotahitanga Board.

DELEGATION

3. Council has the authority to make this decision.

BACKGROUND

4. The Kāpiti Coast Economic Development Strategy 2015-2018 was approved by the Environment and Community Development Committee in December 2014. In late 2018, a decision was made to refresh the current Economic Development Strategy. The refresh process commenced with a series of partner and stakeholder workshops to understand key concerns and issues with the current strategy and economic development activity in the district.
5. To support the refresh of the Economic Development Strategy, a drafting group was established and comprised the following membership:
 - Councillor Angela Buswell, representing Council
 - Heather Hutching, representing Kāpiti Chamber of Commerce
 - Jenna-Lea Phillpott, initially representing Kāpiti Economic Development Agency, later independent representative.
 - Liz Koh, representing Kāpiti Economic Development Agency (member since May 2019)
6. An extensive engagement programme commenced including stakeholder and pillar workshops with Iwi, partners, stakeholders and industry groups; along with attendance at business group meetings, community board meetings and advisory group meetings. In addition, individual meetings were also held with businesses and members of the community. Workshop updates were provided to Council and Te Whakaminenga o Kāpiti Committee during the refresh.
7. On 25 June 2020, Council approved the draft Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23 (draft strategy) for public feedback.

ISSUES AND OPTIONS

- Public Feedback process
8. On 26 June 2020 (following Council approval), a media release was sent out advising that public feedback on the draft strategy was now being requested. Timelines for the feedback process were agreed with the drafting group members.
 9. In addition to the media release there were also posts on the Council's Facebook page, an item in the Everything Kāpiti Newsletter and a notice on the front page of the Council's website. A dedicated webpage was also prepared that provided access to the draft strategy, as well as information about the draft strategy.

Like Comment Share

Kāpiti Coast District Council
Published by Planable 171 · 30 June ·

The Economic Development Strategy for Kāpiti is being refreshed. We'd like to hear your thoughts on the key areas of focus, so come along to one of the drop-in sessions to talk to the Economic Development team:

Paraparaumu
Kowhai room, Te Newhanga Community Centre, 15a Ngahina Street

- * Wednesday 1 July, 10am -12noon
- * Tuesday 7 July, 10am -12noon
- * Tuesday 7 July, 6pm-8pm

Ōtaki
Senior Citizens Hall, 23 Rangatira Street

- * Thursday 2 July, 6pm-8pm

The draft has been developed collaboratively with local businesses, iwi and community representatives and will provide a road map for the next three years.

There is also an online survey and more information on our website:
www.kapiticoast.govt.nz/economic-development-strategy-refre...



- -
10. A video was also prepared with the members of the drafting group discussing the draft strategy, its purpose and seeking public feedback on it. This was posted on Facebook, YouTube, the Council's website.
11. The following table shows the level of some of the online interactions that occurred throughout the public feedback phase:

• Table 1: Online interactions	• Audience
• Facebook Post 26 June	• Reached 3789 people, 246 engagements (clicks into video)
• Facebook Post 30 June	• 1597 people reached, 75 engagements

-
12. In order to support the feedback process, a short survey was prepared. The survey sought feedback on:

- The focus on Partnership and Well-being;
- The actions under each pillar;
- Support for independent governance, and
- Any other comments.

13. A series of Information / Drop in sessions were held during the feedback period. The purpose of these sessions was to provide the community with the opportunity to ask questions about the draft strategy and to provide direct feedback. Table 2 shows the information / drop in sessions held during the feedback period:

• Table 2: Information / Drop in Sessions	
• Paraparaumu Community Centre	• 1 July 2020 - Morning

• Otaki Town Centre	• 2 July 2020 - Evening
• Paraparaumu Community Centre	• 7 July 2020 - Morning
• Paraparaumu Community Centre	• 7 July 2020 - Evening

14. In addition to the information / drop in sessions, the following meetings were arranged to seek feedback on the strategy, these are outlined in Table 3 below:

• Table 3: Individual Feedback Meetings	
• Ōtaki Community Board Chair	• 7 July 2020
• Waikanae Community Board Chair	• 14 July 2020
• Paraparaumu / Raumati Community Board Chair	• 9 July 2020
• Paekākāriki Community Board Chair	• 16 July 2020
• Kāpiti Disabilities Advisory Group Representative	• 13 July 2020
• Youth Council	• 20 July 2020
• Grey Power Chair	• 14 July 2020

15. In total, twelve people completed the online survey and thirteen written submissions were received. Seven people attending the Information / Drop in sessions. The level of response is likely to be an indication of the high level of engagement that has previously occurred with partners and stakeholders during the development of the draft strategy.

16. A paper on the draft strategy was presented at the Te Whakaminenga o Kāpiti Committee meeting on 30 June 2020. The paper sought endorsement of the draft strategy from the committee, which was passed with the following decision:

<p>COMMITTEE RESOLUTION 2020/16</p> <p>Moved: Ms Natalia Repia Seconder: Ms Kirsten Hapeta</p> <p>That Te Whakaminenga o Kāpiti endorse the draft Kāpiti Coast Economic Development Strategy and Implementation Plan 2020, subject to feedback on paragraphs 5 and 24 plus any other feedback received.</p> <p>CARRIED</p>

Further engagement will occur with the Te Whakaminenga o Kāpiti Committee in relation to the currently separate Māori Economic Development and Well-being Plan and if a separate plan is required going forward. This is in relation to the references to paragraphs 5 and 24 in the resolution.

Insights received from the survey and submissions

17. The following tables provide a summary of the survey feedback received on the drafted Economic Development Strategy and Implementation Plan 2020-2023. Copies of the survey questions and responses can be found in the appendix to this paper.

Table 4: Survey Question	Synopsis of the 12 survey responses:
Q1	Overall, respondents supported the partnership and wellbeing approach
Q2	Mixed feedback on actions - some support actions, some comments about actions being vague and needing measures, Pillar – Positioning Kāpiti should be removed.

Q3	Nine respondents support Independent Governance approach, Three respondents against.
Q4	Mixed response – Key themes were in relation to Independent Governance approach and removal of ED activities from Council.

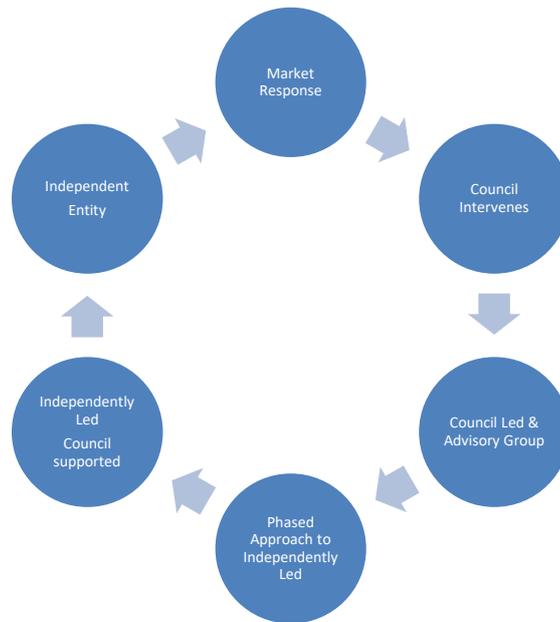
18. The following table provides a summary of the submissions made to the drafted Economic Development Strategy and Implementation Plan 2020-2023. Copies of the submissions can be found in the appendix to this paper:

Grey Power	<ul style="list-style-type: none"> Overall supportive. Governance Board should lead development and there be performance measures. Older Persons to be involved in Workforce Plan Link the Gvmt's support for apprenticeships to reduce NEET. Want the dependency ratio removed (appendix 2)
Alison Lash - Waikanae	<ul style="list-style-type: none"> Member of Kāpiti Climate Change Action Group Thinks EDS is well thought out and supports framework and working in partnership. Climate Change Emergency – what are we doing? What we have noted in EDS is too woolly. Improve the resilience of our economy and environment to climate change impacts and transitioning to low-carbon future. Process around attracting major events and business that sees the meeting of criteria to be carbon-free, environmental practices etc Greater detail around the setting up the Governance Board, process for selecting members, how it will work – deliver to the strategy, accountability etc
Monique Leith – Kāpiti Accessibility Advisory Group	<ul style="list-style-type: none"> Supports the strategy and its' focus and actions. Unacceptable that we do not include people with disabilities – wants to see it reflected in the strategy before it is finalised.
Dawn Brook - Waikanae	<ul style="list-style-type: none"> Member of Kāpiti Climate Change Action Group and Low Carbon Kāpiti Governance Board ToR should include climate responsibilities that are performance measured and reported. The strategy should develop/attract business and commerce that makes a positive contribution to addressing climate issues.
Raumati Village Association – Bede Laracy	<ul style="list-style-type: none"> Supports the broad framework of the drafted strategy. Lack of focus on existing business – need to show the existing business is important to our economy. More explicit support for retail industry
Dr Joy Anderton - Ōtaki	<ul style="list-style-type: none"> Maintaining and enhancing natural capital – protecting fertile land for food growing, water. Incentives for turning conventional farms back to regenerative agriculture. Education – gardening and organics Working collaboratively to address climate change, Kāpiti own it.
Rachel Barwell – Raumati South	<ul style="list-style-type: none"> Has no argument with the drafted strategy Areas of concern: Governance, this is the role of elected members not for an independent body Protection of food producing land and our water Restoration of our natural capital
Linda Hill – Raumati South	<ul style="list-style-type: none"> No – to independent board – this is the elected members' responsibility not non-elected. Table 1 should link to the more comprehensive table 6 to be meaningful Made note of Pillar headings in Te Reo – however these headings were provided by iwi.

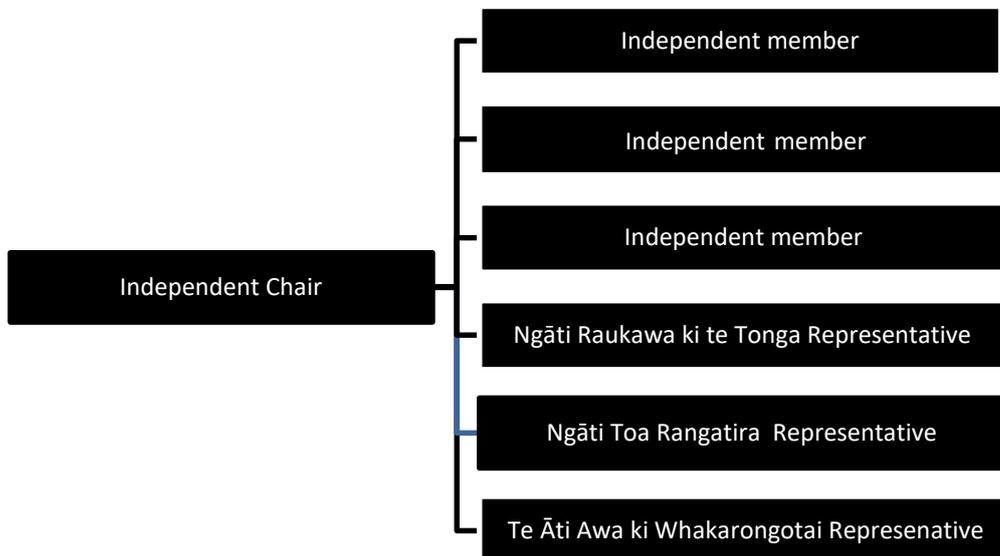
	<ul style="list-style-type: none"> • Use 'Doughnut economics' great visual tool for rate payers • Promoting the use of public transport for events • Support Kāpiti for day trippers, look at supporting WRC and other groups with tree planting days and wetland restoration projects etc • Metlink - Station at Poplar Ave for Queen Elizabeth Park visitors weekends only and another special stop at Southward Car Museum for events.
Paul Turner - Landlink	<ul style="list-style-type: none"> • Reporting on success measures – not there • No tie to LTP – how is this shown? • Understand Kāpiti's competitive advantages • Consider the Wellington Major Urban Centre • Incentivising instead of language “support, attract, advocate” • Analysing and reporting crucial to measuring success • We support focus on partnerships and wellbeing. • What does quality growth look like? • Concrete actions that are measurable • A key growth enabler – digital transformation plan • Development enabler role in Council – Open for Opportunity • Support an independent Governance Board – questions what 'teeth' it will have when it comes to accountability
ORGANICFARMNZ – SOUTHWEST, North Island	<ul style="list-style-type: none"> • Supports the strategy in principle • Concerned the rural enviro – hort and organic production, climate change has been overlooked along with the education and training. • Need to protect or food producing soils. Kāpiti is known for fresh food, beverages, condiments etc as well as a healthy environment • Representation for the enviro, ag and hort, Organics is needed on Governance Board • Organic Food Farm and forest Tour – could be a council funded event.
Guy Burns – Paraparaumu/Raumati Community Board	<ul style="list-style-type: none"> • Reduce regulation and compliance costs and simplify procedures.
Jill Griggs – Waikanae Community Board	<ul style="list-style-type: none"> • Importance of Kāpiti Story • Want to see professional, science and technology and construction sector broken down more to make it more relatable to growth and opportunities etc • Would like to see a KCDC policy to support the opportunity to engage retirees into mentoring, business skills support etc for businesses or young people. • How do we measure success?
Chris Evans	<ul style="list-style-type: none"> • Supermarkets are big players and are at the heart of domestic economic expenditure – have a huge role to play • Transport coordination (outside of local bus routes). Late night bus shuttles on set routes (hospitality) • Senior citizens have role to play in understanding youths needs and aspirations • Education system involving apprenticeships • A self-build housing project • Combine Grey Power knowledge with training needs • Kāpiti branding – for marketing purposes in CBD and regional packages • Heaps more freedom parks and toilets etc

19. Based on the feedback received and discussions held, a number of amendments have been made to the strategy. The final draft strategy is attached as an appendix to this paper. Key themes / changes made in the document include:

- Environment / Climate Change – There has been a strengthening of the discussion, aims and actions within the document about Climate Change and inclusion of the development of a Climate Change Strategy.
 - People with disabilities – Based on feedback received and discussion, actions in the draft strategy have been adjusted and the Kāpiti Disabilities Advisory Group has been included as a partner in applicable actions.
 - Older persons – Adjustments have been made to actions in the draft strategy and partners updated.
 - Supporting existing businesses – Discussion and actions have been adjusted to ensure that it is clearer and that there is a focus on supporting and retaining existing businesses.
 - Rural Economy – Opportunities for further growth in the rural economy, including food production, equestrian and others activities will be worked on as part of the Supporting Key Sectors Pou. There will include opportunities as part of the Destination Plan development and the Kapiti Story. It has been identified in the strategy as an area of opportunity however further work is required.
20. The majority of survey and submission feedback in relation to the independent Governance Board is supportive of its establishment. There were a small number of survey responses and submissions received against the proposal, however given the strong partner and stakeholder support and the majority of support from the public feedback establishment of the Board is recommended.
21. There has been feedback on measures in the draft strategy and that these are not currently formalised. As outlined in the draft strategy, current economic measures and benchmarks have been significantly impacted by the Covid-19 pandemic. We have received forecasts on the potential economic impacts, however these are still changing and we don't yet have a clear understanding of what the economic situation will look like over the short to medium term.
22. As part of the establishment of the independent Governance Board a Terms of Reference and Performance Agreement will be developed. As part of the Performance Agreement, measures will be agreed with Council for monitoring purposes. Measures will consist of a mixture of economic measures, as well as outcomes and delivery against proposed actions.
23. Not all of the feedback was able to be actioned on or reflected in the draft strategy as it either relates to the implementation of actions in the draft strategy or other Council Strategies / Plans that are to either be developed or updated, such as the Long Term Plan. Where appropriate this feedback will be passed on to other parts of Council or considered as part of the implementation of actions in the draft strategy.
- Economic Development Kotahitanga Board
24. A priority action in the draft strategy is the establishment of an independent Governance Board the Economic Development Kotahitanga Board. This action is under the Kotahitanga / Strengthening Partnerships and Leadership Pou in the strategy and was an area of significant feedback and discussion during the refresh.
25. Independent governance of economic development activities in the district had previously been approved by Council in July 2016, with Council approving a transitional approach from Council led to Community led and then the establishment of an Independent Entity. This is illustrated in the diagram below:



-
- 26. The previous governance approaches have not remained in place over the long term. It is important that this does not occur again and that the governance board is supported in order to build momentum and create trust with partners, stakeholders and the community.
- 27. An Independently led, Council supported approach directed by Council is proposed to enable the Economic Development Kotahitanga Board (the Board) to get established and to support the implementation of the priority actions. Following the establishment of the Board, Council will then need to work with the Board on further options. Support for the Board would include secretariat support, as well as support from the Economic Development Team within Council and would be finalised as part of the Terms of Reference and Performance Agreement.
- 28. Based on feedback received, the following structure is proposed for the Board:



-
- 29. The proposed structure for the Board has been updated to reflect feedback received from the Te Whakaminenga o Kāpiti Committee (TWOK) members about Iwi representation on the board. TWOK advised that one Iwi representative is unable to represent all three Iwi and did not reflect the partnership between Iwi and Council. The proposed board structure now includes representation for all three Iwi.
- 30. In order to enable the effective establishment of the Board to commence, it is proposed that a direct appointment is made by Council to the role of Independent Chair. During the development of the draft strategy, Neil MacKay has been recommended by a number of

partners and stakeholders for this role, including the Kapiti Chamber of Commerce and Kāpiti Economic Development Agency. Neil has been a stakeholder in the development of the strategy and is very aware of the importance of the next steps in this process and the establishment of a well-functioning governance board. Neil has also been taking a lead role in assisting with the coordination of the Districts recovery planning. Neil has a background in governance roles in both the private and public sector, including governance roles with Electra and Venture Taranaki. It is proposed that the appointment is for a 12-month term initially.

31. The appointment of the Independent Chair would assist with progressing the development of the Terms of Reference and a Performance Agreement. It would also assist with progressing the appointment of the other independent board members and working with Iwi to appointment representatives.
32. Significant feedback received from Partners and Stakeholder was about having trust in the implementation and delivery of the strategy. It is therefore vital that the Board is quickly able to build trust and credibility and develop key relationships locally and outside the district. Based on the feedback received it is proposed that the initial core responsibilities for the Board in the Terms of Reference include:
 - overseeing the implementation of the strategy,
 - advocating for the district and economic activities in the district and
 - being a relationship broker, with a focus on establishing and strengthening strategic relationships to progress the strategy's key priorities and opportunities.
33. In order to progress the establishment of the Board and ensure that there is a clear understanding of the process. It is recommended that a joint paper from the Independent Chair and Council officers is presented to the Strategy and Operations Committee covering the following:
 - Appointment process for Independent Board members and Iwi Representatives
 - Appointment of Elected Representative as ex-officio member of the Board
 - Terms of Reference for the Board
 - Performance Agreement between the Board and Council, including confirmation of support to be provided by Council to the Board

CONSIDERATIONS

Policy considerations

34. There are no policy considerations at this stage of the strategy.

Legal considerations

35. There are no legal considerations at this stage.

Financial considerations

36. The implementation of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23 in year one will be funded from the existing Economic Development budget. This will require reprioritisation of the existing budget allocations to ensure alignment with the final agreed actions identified in the strategy.
37. Further activities / projects arising from these and other actions in year two and three will need to be considered as part of the Long Term Plan process.

Tāngata whenua considerations

38. In addition to the existing Kāpiti Economic Development Strategy there is also a separate Strategy for Māori Economic Development and Wellbeing which was adopted in July 2013. The purpose of the strategy is to set out how Council will support Māori Economic Development and Well-being in Kāpiti. As part of this process, discussions were held with iwi representatives about a combined strategy moving forward which has generally been well supported by representatives.
39. During the development of the strategy there have been briefings with Te Whakaminenga o Kāpiti. In addition to these briefings, individual workshops were offered with representatives of all three Iwi, with sessions held with a representative of Ngāti Toa Rangatira and Te Āti Awa ki Whakarongotai.
40. Partnership has been a core principal through the development of the draft strategy and this is also correct in the delivery of the strategy. In order to support this partnership and following feedback from members of Te Whakaminenga o Kāpiti, representation is proposed for all three Iwi on the governance board for the strategy; Economic Development Kotahitanga Board.
41. On 30 June 2020, the Te Whakaminenga o Kāpiti Committee endorsed the draft strategy with follow up discussion to be held regarding the requirement for the refresh of a separate Māori Economic Development and Well-being Strategy.

Strategic considerations

42. The Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-23 has been developed in line with the 2018-38 Long Term Plan, with a focus on contributing to the development of a vibrant Kāpiti Coast economy.

SIGNIFICANCE AND ENGAGEMENT**Significance policy**

43. This matter has a low degree of significance under Council's Significance and Engagement Policy.

• Communications and Engagement

44. Subject to approval by Council, the strategy will be forwarded to a designer for development into a completed document. It is proposed that a short and long form version of the strategy is developed, with an accompanying one-page document to also be completed.

RECOMMENDATIONS

45. That the Council approves the final version of the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023 and authorises the Chief Executive to sign off the final strategy once final design is completed.
46. That the Council approves the appointment of Neil MacKay for a 12-month term as the Independent Chair of the Economic Development Kotahitanga Board, with a joint paper to be presented to the Strategy and Operations Committee covering the following:
 - Appointment process for Independent Board members and Iwi Representatives
 - Appointment of Elected Representative as ex-officio member of the Board
 - Terms of Reference for the Board
 - Performance Agreement between the Board and Council, including confirmation of support to be provided by Council to the Board

APPENDICES

1. Kapiti Coast Economic Development Strategy and Implementation Plan 2020-23 - final [↓](#) 
2. Survey Responses [↓](#) 
3. Submissions [↓](#) 
4. Neil MacKay Summary CV [↓](#) 

KĀPITI COAST ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN 2020-2023

23 July 2020

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he wāhinga kōrero

Foreword

Nō mātou te maringa nui kia whakaputa atu tēnei mahere rautaki, mahere whakamahinga. He mea whakawhanake tēnei nā ngā iwi o te kotahitanga ki te tonga (ART), ngā hunga whaipānga me te hāpori whānui. He kaupapa tāwharau tēnei i te koke whakamua o te ōhanga puta noa i te hāpori o Kapiti. He hononga tōna ki te mahere pae tawhiti ('Long Term Plan') o te Kaunihera o Kapiti, kia kotahi mai ngā hāpori katoa o te rohe.

Mā te Poari Whakawhanake Ōhanga Kotahitanga (Economic Development Kotahitanga Board) e whakahaere te rautaki nei. Mā te mahi tahi e tautoko ai i te whakamahinga me te tutukinga o ngā whainga matua. Me rite ka tika nā te nui o ngā wero, ngā piki me ngā heke, hei tautoko i tō tātou ōhanga me te hāpori mai i ngā wero pēnei i te Mate Urutā (COVID19), aha atu, aha atu.

Ko te anga whakamua o te mahere rautaki nei hei whakakotahi mai i te rohe whānui o Kapiti me ngā tari kāwana. Hei tūāpapa mō te oranga tonutanga mō te hāpori whānui mai Paekākāriki ki Ōtaki, mai i ngā maunga ki te moana.

Te Whakaminenga o Kāpiti

I am pleased to present the Kāpiti Coast Economic Development Strategy and Implementation Plan 2020-2023. The Strategy has been developed, and will be delivered, in partnership with iwi, key partners, stakeholders, and the community. The Strategy has been formed with the overarching priority of enhancing the economic wellbeing for all on the Kāpiti Coast. Our district is alive with opportunity and the vision and outcomes of this strategy align to our Long Term Plan, and focus on 'building a stronger Kāpiti Coast together'.

The implementation of this strategy will be overseen by an Economic Development Kotahitanga Board. This will be a collaborative governance model; it will not only support the delivery of our priority actions but help ensure we can react to economic opportunities and impacts, such as the Covid19 pandemic. We need to be able to adapt to these challenges and ensure that all participants in our economy are supported.

The next three years will see important and significant changes, including the opening of major new transport infrastructure. This will increase the attractiveness of the district to visitors, new residents, and businesses. As a community we need to ensure that we can take advantage of this investment while protecting our natural environment and understanding adaptation requirements for climate change.

The approach outlined in the Strategy demonstrates the importance of partnership and working together as a district along with other regional and central government agencies to deliver on our proposed actions. These provide firm foundations, enhancing our district and the economic well-being of residents from Paekākāriki to Ōtaki, from the beachfront to the hillside. We will tread carefully but deliberately, which means taking specific, incremental steps that give us increased choices in the future. Mayor K Gurunathan

Executive Summary

Introduction

As a district, the Kāpiti Coast is primed for growth - significant new infrastructure is nearing completion, our population is growing, and our attractiveness to the business and investment community increases. Opportunities for local partners to work together and for the district to work more closely and strategically with our neighbouring regions are being realised. These collaborations are necessary to ensure better economic outcomes and more inclusive growth.

This Economic Development Strategy and Implementation Plan (the Strategy) provides a framework for growing the Kāpiti Coast's economy for the benefit of current and future residents, iwi, communities and businesses. The Strategy covers the period 2020–2023 and replaces the previous Kāpiti Coast Economic Development Strategy 2015-2018. The Strategy has been developed in kotahitanga / partnership and will be delivered through kotahitanga / partnership. This will be fundamental to our success and building strong foundations and community well-being over the next three years.

Right now a shared economic and well-being concern is the Covid-19 pandemic and how this will impact our businesses and communities. The virus has already affected many parts of our economy, and it is expected that further impacts will emerge over time. A separate recovery plan is being prepared for the district and this will be guided by our longer-term aspirations, as well as the immediate impacts in our community.

Wider strategic context

In developing this Strategy, we have also considered the wider strategic context and the need for strong cooperation and commitment at a national and regional level. This will be important to ensure effective implementation and delivery and we will continue to pursue opportunities associated with Central Government and other sources funding, which can provide much needed investment in the district as we continue to grow.

The Strategy's objectives and actions also recognise the importance of delivering inclusive and sustainable growth. Kāpiti Coast has declared a climate change emergency and we are committed to enhancing the well-being of all our residents and communities, while protecting our natural environment and adapting to protect our future environment.

Areas of opportunity

There are significant opportunities to further grow and develop the Kāpiti Coast economy, including:

- increasing the awareness of the Kāpiti Coast as a great place to live, visit and do business; highlighting our quality of life, improved infrastructure, rich culture, natural environment and resilience in order to attract more residents, businesses and investment, and increase visitor spend and guest nights.
- enabling increased higher paying local job opportunities in our communities, creating more employment and training pathways for our young people / rangatahi including those not in education, employment, or training (NEET), people with disabilities and; facilitating opportunities for industry to connect to the skills, talent and expertise of older people and in the district.
- highlighting our key sectors and environment, including what we have to offer in terms of manufacturing and service based industries, creative industries, productive lands and niche & artisan producers, attractions and parks, and working with iwi to unlock opportunities for Māori-owned land and businesses.
- supporting and encouraging more businesses to start up and establish in the district. Kāpiti already has a high percentage of self-employed residents, 27.9% compared to 16.2% nationally and the opportunity exists to support further growth of these existing businesses, as well as helping new businesses establish and feel welcome.

Areas for improvement

1. There are also areas we need to improve, including:

- continuing to develop and make the case for additional efficient, sustainable, and resilient transport infrastructure across all of the Kāpiti Coast and improving our connectivity to other centres.
- developing, attracting, and retaining a skilled and competitive workforce, based on an understanding of current and future workforce needs, addressing skills gaps and shortages and facilitating greater connections between businesses, education and training providers and our communities.
- improving community well-being including providing pathways to higher income jobs and enabling local career progression, supporting our young people / rangātahi and people with disabilities with sustainable pathways to employment and further training and encouraging entrepreneurship and innovation. Ensuring older people in our community have the opportunity to contribute their skills and experience in a way that recognises the unique contribution that they can bring as we continue to grow and adapt.
- placing greater focus on growing and supporting our partnerships with iwi, business and the community and providing strong leadership and transparency, strengthening communication between groups and building trust.
- support for key sectors and having a better understanding of their potential for growth and how best to facilitate and support this in partnership with the sector.

Ngā Moemoea / Our vision

As a community we have developed a strategic vision, Ngā Moemoea, that is at the heart of this strategy and highlights the importance of partnership in our approach and inclusive growth for all members in our community.

Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all.

To achieve this vision, our partners, businesses, and communities have told us that we need to work together to:

- **Celebrate and protect our rich culture, natural environment and identity while highlighting the opportunities and advantages of the Kāpiti Coast through retaining and attracting businesses and residents and;** attract domestic and international visitors to the district.
- **Adopt a business-friendly focus** that enables all participants in the economy to operate to their full potential and contribute to a vibrant economy while protecting our natural environment.
- **Enable innovation, creativity and entrepreneurship** by continuing to build connections and networks with local talent and supporting sustainable pathways for our current and future employment requirements, with increased Māori employment pathways and business initiatives.
- **Strengthen partnerships and leadership**, providing increased opportunity for quality local entrepreneurship, growth and collaboration, while celebrating, protecting, and strengthening our unique and distinctive community.
- **Focus our efforts to grow those industries and sectors that provide the most potential** for the Kāpiti Coast economy and our community.

Our strategic pillars

The above vision and priorities shape the five pillars, Ngā Pou, of this strategy, which are illustrated below in Figure 1.

Figure 1 Kāpiti Coast Economic Development Strategy – Strategic Framework

Ngā Moemoea / Vision	Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all				
Ngā Pou / Pillar	WHAKAPAPA / Positioning the Kāpiti Coast	KAITIAKITANGA / Open for opportunity	WHĀNAU / Growing skills and capability	KOTAHITANGA / Strengthening partnerships and Leadership	MANAAKITANGA / Supporting key sectors
Ngā Whāinga / Aim	Celebrate our rich culture, natural environment and identity and; highlight the opportunities and advantages of the Kāpiti Coast	Facilitate quality growth that protects and enhances the District and its natural environment	Enable employment, innovation, creativity and entrepreneurship and improve capacity for mana whenua participation	Delivery and implementation through strengthened partnerships and leadership and recognises the significant relationship with iwi as mana whenua	Grow industries and sectors that provide the most potential for supporting improved economic well-being

<p>Ngā Moemoea / Vision</p>	<p>Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all</p>				
<p>Ngā Mahi / Actions</p>	<p>Develop and deliver the Kāpiti Coast Story Facilitate and support major events</p>	<p>Ensure a welcoming and customer focused approach to council services Have a coordinated approach to the facilitation of key opportunities Ensure effective regulations and policies that support growth and protect our environment, including the District Plan Retain and attract businesses and agencies to the Kāpiti Coast</p>	<p>Develop a Workforce Plan including Youth Initiatives and opportunities for Māori, older people and people with disabilities. Facilitate growth of international education Advocate for local tertiary and apprenticeship linkages Enhance business networking and training opportunities Develop a business investment and support matching programme</p>	<p>Establish an Economic Development Kotahitanga Board and finalise the monitoring and reporting framework for the Strategy Support the development and delivery of an integrated Covid 19 recovery plan Support actions that enable mana whenua aspirations Advocate for new and improved essential infrastructure including electrification of rail to Ōtaki Support unique economic opportunities in our communities Advocate for increased access to affordable housing to support the growth and retention of local residents</p>	<p>Identify opportunities and barriers experienced by key sectors, including high growth sectors Develop a district-wide Destination Plan to support the growth of the visitor economy, including strengthened air linkages and supporting infrastructure such as the Kāpiti Gateway. Support the development and delivery of a Kāpiti Creative Industries Plan Facilitate and support the development of a Climate Change Strategy. Support development of industry led groups</p>
<p>Ngā whakaputa nga takawaenga / Medium term outcomes</p>	<p>Increased awareness of the Kāpiti Coast as a destination Increase in number of attendees at major events delivered</p>	<p>Businesses recognise Kāpiti Coast as a great place to exist, establish and grow Key industries and businesses feel supported More businesses and organisations actively considering the Kāpiti Coast</p>	<p>Improved match between workforce needs and skills available Increase in employment and training pathways for young people, people with disabilities and Māori Increased business networking and awareness of training and support</p>	<p>Increased business engagement Increased advocacy for Kāpiti Coast Increase in Government investment into district</p>	<p>Targeted actions to support growth of key industries Growth of visitor economy Improved resilience, climate change awareness and education across key industries and businesses Industry led business groups established</p>

Ngā Moemoea / Vision	Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all				
Ngā whakaputa nga roroa / Longer term outcomes	Increase in visitor numbers and expenditure Increase in new businesses and residents locating in district	Growth of key industries and businesses Economic impacts and opportunities of key projects understood and realised Establishment and growth of existing and new businesses and government offices in Kāpiti Coast (combined 200+ FTE)	Increase level of qualification attainment Decrease in proportion of young people/rangatahi not in education, employment or training (NEET) Decreased rates of unemployment Increase in investment into key industries and businesses	Increased infrastructure investment in Kāpiti Coast Manu whenua aspirations realised	Growth of key industries and businesses Reduction in emissions and increased climate resilience Sustainable multi-sector partnership and collaboration
Impacts	Employment Growth – increase in local employment options and pathways	Mean Income Growth – increase in higher paying local employment and income generating opportunities	Business Unit Growth – increase in businesses establishing, expanding and moving to the district	GDP Growth – increased growth of the local economy and key sectors.	

Governance and delivery

2. The ongoing arrangements for governance and delivery of this strategy are as important as the proposed actions. This governance needs to be consistent, continuous, and effective.
3. Recognising this, it is agreed that:
 - the Economic Development Kotahitanga Board is established
 - an independent chair is appointed by Council to build trust, form a strong Board and provide a unified strategic direction
 - the Board will be selected based on capability and Board members need to be able to work productively with multiple partners and stakeholders within and outside the district
 - a council representative will be an ex-officio member of the Board
 - local iwi will each be represented on the Board
 - council will provide support to the Board
 - a separate Terms of Reference Agreement will be developed and agreed with Council and the Board Chair
 - A performance agreement with measures will be developed and agreed with Council and the Board
4. It is proposed that the initial core responsibilities of the Board would focus on overseeing the Economic Development Strategy and Implementation Plan. They would advocate for Kāpiti Coast and for economic development activities in the district. The Board would act as a relationship broker, with a focus on the establishment of strategic relationships to progress the outlined key priorities of this Strategy. The Board will also play an important role in finalising and agreeing the monitoring and reporting framework for the Strategy. This recognises that,

given the Covid-19 pandemic, there is a need to understand more fully the economic impacts on the local economy and how these will affect our economic performance and growth.

Priorities for year 1

5. The implementation plan contains a significant number of actions that will be progressed by the Board, Council and its key partners over the coming years. In year 1 our priorities are to:
 - **Deliver the Kāpiti Story** – which supports our positioning the Kāpiti Coast pillar.
 - **Provide a coordinated approach to the facilitation of key opportunities, such as the attraction of new businesses and government agencies.** – which supports our open for opportunity pillar.
 - **Develop a Kāpiti Coast Workforce Plan**– which supports our growing skills and capability pillar.
 - **Establish an Economic Development Kotahitanga Board and support the development and delivery of an integrated Covid 19 Recovery Plan** – which supports our strengthening partnerships and leadership pillar and recognises the significant relationship with iwi as mana whenua.
 - **Develop a Kāpiti Coast Destination Plan, which includes a focus on increasing opportunities for Māori business and a strategy for one other key sector** – which supports our supporting key sectors pillar.

Finalise the monitoring and reporting framework and performance agreement and measures for the Economic Development Strategy - which

will be agreed with the Board after the Covid 19 impacts are better understood.

6.

Introduction

Purpose of this strategy

The purpose of the Economic Development Strategy and Implementation Plan 2020-2023 (the Strategy) is to provide a framework for growing and developing the Kāpiti Coast's economy for the benefit of current and future residents, iwi, community, and business.

The objectives, actions and priorities proposed in the Strategy are based upon:

- engagement and discussion with iwi, other partners, and wider stakeholders to understand their perspectives and priorities for the future of the Kāpiti Coast's economy
- an understanding of the strategic and policy context, at a local, regional, and national level, and consideration of what these mean for the Kāpiti Coast
- analysis of the Kāpiti Coast's economy and well-being, as well as an initial understanding of the impact of the current Covid-19 pandemic.

The Kāpiti Coast is primed for growth, with significant new infrastructure being developed, and amenities such as the Te Raukura ki Kāpiti (Kāpiti Coast Performing Arts Centre), recently completed. Our district has a lot to offer to new residents, businesses and visitors and the district provides significant opportunity to support the growth of a more resilient Wellington region.

Like all districts, there are issues and challenges that must be addressed. While our infrastructure is improving, there is a need to plan for the future and to consider what else is required to make our existing industries and communities more attractive and resilient. To continue to support quality

growth we need to better understand these opportunities. A failure to do so could adversely impact our future potential.

We need to understand our key sectors, and emerging opportunities, to strategically plan to enable sustainable growth. We need to support our existing business and enable new businesses to grow. We also need to attract more visitors, talent, and investment. We need to nurture entrepreneurship and innovation and grow the skills and capability of our industries. Critically, we also need to support our rangatahi/young people into sustainable pathways to employment and leadership, particularly those not currently in Employment, Education or Training (NEET).

Our district, like others across the region and nationally, faces the unprecedented challenge of responding to and recovering from the Covid-19 pandemic. Understanding the ongoing and longer-term impacts of the pandemic will be a priority for our businesses and community alike. This will take the form of a recovery plan which will sit alongside this Strategy.

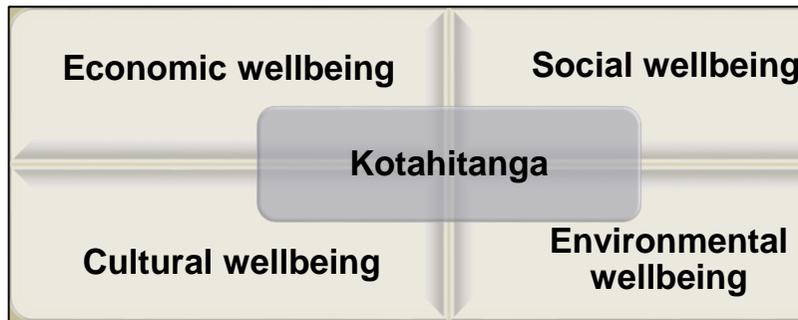
Despite the immediate impacts and uncertainties created by Covid-19, over the longer term, the Kāpiti Coast's economy is well positioned to grow and prosper. There are opportunities for partners to work together and for the district to work more closely and strategically with our neighbouring regions. This collaboration will enable better economic outcomes and more inclusive growth, benefiting our residents, communities, and businesses.

These issues set the context for this Strategy, which replaces our 2015-2018 Economic Development Strategy and provides the framework for the development of the Kāpiti Coast economy. A strong inclusive economy means more opportunity and greater well-being for all and allows individuals, whanau, and communities the freedom to pursue their own prosperity.

In this Strategy, we set out an implementation plan with clear actions that have been developed with iwi, other partners, wider stakeholders, and the

community. These actions will be delivered through partnership. This partnership will be fundamental to our success and to building strong foundations with our communities across each of the wellbeing's over the next three years (Figure 1).

Figure 1: Our Foundations for Success



7.

Wider strategic context

In developing the strategy, consideration was given to the wider strategic context for the district, which reinforces the requirement for strong cooperation and commitment at a national and regional level. The Wellington Regional Strategy (WRS), developed in 2007 and refreshed in 2012, sets out a regional approach to support economic development and focuses on six areas:

- commercialisation of innovation
- investment mechanisms for growth
- building world-class infrastructure

- retain and attract business, investment, and talent to the region
- education and workforce development to service regional economy needs
- being open for business.

The Wellington Regional Economic Development Agency, WellingtonNZ, is tasked with progressing these areas and are committed to supporting the implementation of this Strategy. Alongside the WRS, the Wellington Regional Investment Plan and the Wellington Regional Growth Framework (currently being prepared) have been developed in response to the government's request to have a joined up approach on key issues such as housing, transport and supporting the growth of business support in the region. The Wellington Regional Growth Framework will provide a 30 to 100-year spatial plan for the region; alignment with these will be important if we are to ensure the best possible partnership with central government as a region, including the Horowhenua District.

WellingtonNZ has recently completed the development of a Wellington Regional Workforce Plan and the government is developing a National Workforce Leadership Group. To ensure that we can best leverage these initiatives, we will be developing a Workforce Plan for the Kāpiti Coast as one of the key priority actions of this Strategy.

Greater Wellington Regional Council's Māori Economic Development Plan is also under development and is planned to be launched in 2020. Council has discussed with iwi the continuation of a separate Māori Economic Development Plan for the Kāpiti Coast or to be a partner to this Strategy, or both. Iwi have indicated that being a partner in this Economic Development Strategy and Implementation Plan was their preferred choice and provided the best opportunity for a joined-up approach to realising the potential of our current and future economy.

At a national level, we have seen a concerted focus since early 2018 on unlocking productivity potential in the regions under the government's

Provincial Growth Fund (PGF). Kāpiti Coast was announced as being eligible for the PGF in 2018 and the fund has already supported projects in the district. More applications are being progressed and this opportunity is likely to evolve as government responds to Covid-19.

The government's focus on well-being brings an inclusive growth focus to issues facing the country such as the housing shortage and climate change. Well-being is crucial to sustainable long term economic development and is a priority for the development and delivery of our strategy.

In May 2019, the Kapiti Coast District Council declared a climate emergency as recognition of the increased impact now and in the future of coastal erosion, flooding and other climate change impacts effecting our communities. It is important that all parts of our community, including business become more aware of the impacts of climate change and sea level rise and to take part in developing solutions and pathways for adapting to coming change.

As a coastal district, our community is facing significant environmental challenges as the result of our changing climate and rising sea levels which will erode our coastline over time. While we don't know how significant these changes will be and how quickly they will happen, we do know that communities that plan for change, and work together, are more resilient in the face of that change. Council is facilitating the development of a Climate Change Strategy which will include a review of economic challenges and opportunities.

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Introducing this strategy

The following sections of this strategy and implementation plan set out:

- an overview of the Kāpiti Coast's economy and community, together with an assessment of the key opportunities and challenges facing the district
- a strategic framework for the strategy which sets out our vision and identifies our key strategic pillars, Ngā Pou, and associated actions
- a detailed implementation plan, which identifies the priority actions, lead agencies, key partners, and delivery timelines
- our arrangements for governance, monitoring and accountability.

Appendix 1 provides a more detailed assessment of the Kāpiti Coast economy and Appendix 2 provides definitions of key terms contained in the strategy and implementation plan.

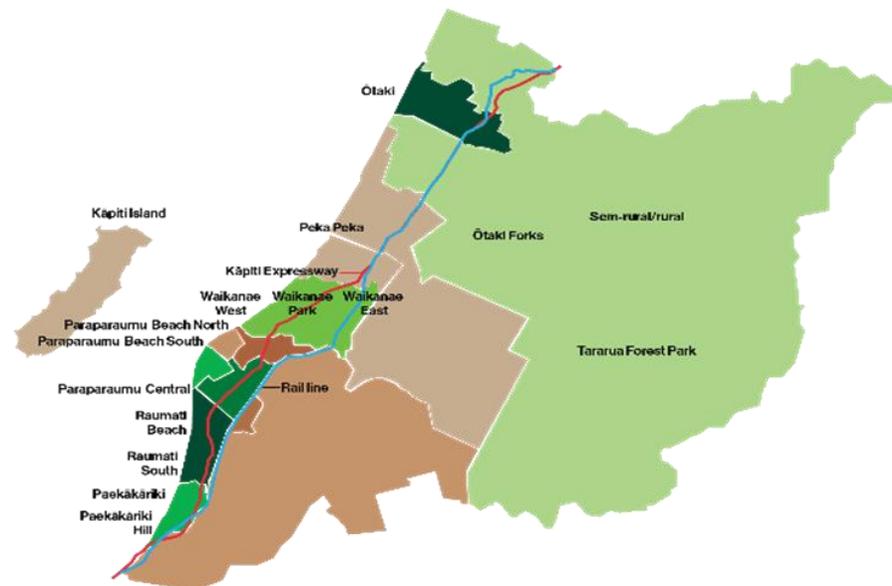
Our Economy and community

People and place

We are a diverse, proud community - We are the Kāpiti Coast.

9. The Kāpiti Coast District extends from Paekākāriki on the southern border through to Ōtaki, and includes Kāpiti Island / Ko te Waewae Kapiti o Tara Raua ko Rangitane, a nationally important nature reserve (Figure 2).

Figure 2: Geography of the Kāpiti Coast



10.

11.

12. The mana whenua – the people with ‘authority and guardianship’ over the land’ – on the Kāpiti Coast are Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga and Ngāti Toa Rangitira. The Kāpiti Coast District Council works in partnership with these three iwi under a long-standing Memorandum of Partnership known as Te Whakaminenga o Kāpiti. We also

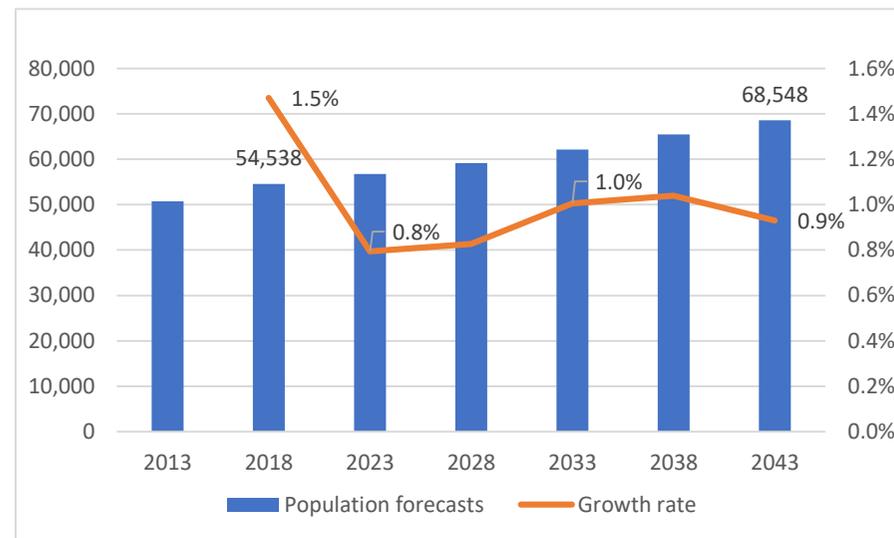
recognise that some Māori on this land identify with iwi outside the rohe of the Kāpiti Coast.

Te Whakaminenga o Kāpiti first met on 8 March 1994 and stems from two core principles of the Treaty of Waitangi. The first principle, ‘partnership’, obliges both parties ‘to act reasonably, honourably and in good faith’. For that, consultation is vital. The second principle, ‘active protection’, requires the Crown to protect Māori in the use of their lands and waters to the fullest extent practicable.

Our population is growing, 2,500 people joined our community in 2019 alone, an increase of 1.3% on our 2018 population. At least 56,000 people will call the Kāpiti Coast District home in 2020, and this number is projected to continue to increase as people are attracted into the district.

13. Forecasts from 2015 estimate that our population will reach 68,548 by 2043 (Figure 3). This is an increase of just under 1% growth per annum. Other districts such as Tauranga and Selwyn have experienced population surges, and there is the strong potential for our area to experience these same levels of growth. Any growth, if supported to be sustainable, provides opportunities for increasing our workforce, our talent pool, and growing our economy.

Figure 3: Population forecasts Kāpiti Coast 2013-2043



14.

1 Source: idcommunity (<https://forecast.idnz.co.nz/kapiti>)

15. Our population is the second oldest in New Zealand, with 27% of us aged 65 or older, up from 24% in 2009 (nationally this portion is 16%). Our working age population (15-64 years) is 10% smaller than the national average, and we also have a lower percentage of young people (0-14 years old) than the national average.

16. Our average household size is smaller than the Wellington Region and for the rest of New Zealand. Almost 30% of us live alone, while around 65% live in one family households.

17. We are within easy reach of the capital city, meaning a high proportion (46%) of our residents travel daily for work outside our district. We have pockets of wealth and pockets of deprivation. On the New Zealand Deprivation Index (NZ DEP), Ōtaki ranks as significantly deprived while most

of the semi-rural and rural areas in Kāpiti Coast are some of the least deprived in New Zealand.

Economy and industries

18. Alongside the strategic and demographic context set out in above, it is also important to understand the Kāpiti Coast economy. Appendix 1 provides a high-level overview of the economy. The following section provides a summary of:

- GDP and employment
- our key industries
- wellbeing.

GDP and employment

In 2019, GDP for the Kāpiti District was almost \$2 billion (2019 prices). On average economic growth has been increasing steadily over the past 10 years at 2.4% p.a., in line with national growth of 2.5% p.a. However, the district's economy is predicted to contract by 7% over the year to March 2021 as a result of Covid-19 impacts.

Employment figures were also positive in 2019 and our labour market was tight. A total of 17,693 people were employed in the Kāpiti Coast District in 2019. In the same year, our unemployment rate was 3.4% (compared to the national rate of 4.1%).

Self-employment in the district is high. A total of 27.9% of workers were self-employed in the Kāpiti Coast District in 2019, much higher than the national rate of 16.2%.

19. However, as a consequence of the impacts of Covid-19, employment growth is predicted to become negative 9.2% by March 2021,

with over 1,600 jobs expected to be lost in the district and those in lower skilled jobs taking the largest hit (700). Despite this, the unemployment rate is predicted to be less than the national rate (8.3% compared to 9%). Once economic recovery begins, it is anticipated that there will be opportunities for workers who have lost their jobs to be redeployed.

20. A key priority of our Strategy is to develop a Workforce Plan. This involves understanding current and future workforce needs and the nature of the skills gap; this will help to inform the type of training and / or tertiary provider we need to attract to our district.

21. Achieving, and then maintaining educational parity between Māori and non-Māori is important, to ensure that young Māori have the skills and support to get well-paid sustainable employment and be leaders in industry and the community.

22. In 2018, 85% of Māori school leavers on the Kāpiti Coast left school with an NCEA Level 2 or above qualification. This percentage is much greater than the national average of 59% for Māori. However, Māori school leaver educational attainment on the Kāpiti Coast remains below the non-Māori result.

23. Initial estimates have indicated that young people and Māori are likely to be disproportionately impacted by the economic impacts of Covid-19 and support will be needed to ensure that this does not result in long-term unemployment for these parts of our community.

Our key industries

A key set of industries continue to contribute to economic and employment growth in the district. These include:

- **Health care and social assistance** – the biggest contributor to growth over the past decade, worth 10.2% of the districts GDP in 2019 and accountable for 14.4% of all filled jobs in the district. The strength of the

industry is in part due to our elderly and aging population, which has increased the demand for aged care services. While a small number of jobs (23, a reduction of 0.9%) are predicted to be lost because of Covid-19, the industry's strength will remain with GDP forecast to increase by \$0.61 million (or 0.3%) over the next year.

- **Rental, hiring and real estate services** – was worth 9.8% of the districts GDP in 2019, and employed 12.1% of those employed in 2019. Our district has become increasingly attractive and the growing housing market contributes to the strength of this industry. A decrease of activity is expected for this industry over the next year, with industry GDP falling by \$5.7 million (2.9%) but activity is likely to recover in the medium to long term.
 - **Professional, scientific and technical services** – this was the second biggest contributor to economic growth over the past decade. In 2019, the industry contributed 9.8% to local GDP and accounted for 9.3% of filled jobs in the district. In 2019, 19% of those who were self-employed worked in this industry. Covid-19 will impact this industry in the short term, with 140 jobs losses (a reduction of 8.3%) predicted, with a reduction of \$12.6 million in GDP (or 6.3%) by March 2021.
 - **Construction** – as a steady employer in the area, construction accounted for 15.9% of total filled jobs in 2019, and 9.1% of GDP. In 2019, almost a quarter of those who were self-employed worked in this industry. Construction activity is expected to decline in the short term, experiencing a reduction in GDP by 10.5% (the largest in the district), but will likely grow steadily between 2022-2025 and is a key response focus for government.
 - **Manufacturing** – is a big contributor to GDP, worth 9.1% of total GDP in 2019, but employs a smaller portion of the local workforce, accounting for 6.1% of filled jobs in 2019. By 2021 only a small number of jobs will be lost in the industry, but GDP is expected to fall by 5%.
 - **Retail trade** – is significant as an employer, accounting for 12.1% of total filled jobs in 2019, but is less of a contributor to GDP, worth 6.4% of total GDP in 2019. By 2021 around 250 jobs will likely be lost due to Covid-19 (a reduction of 12%) and GDP is expected to fall by \$10 million (or 7.7%). Local retail and hospitality will need assistance with business support, redeployment and training opportunities.
 - **Education and training** - education on the Kāpiti Coast is reputable, strong, and growing. The industry made up 4.4% of GDP and accounted for 8.8% of total filled jobs in 2019. Covid-19 is expected to increase the demand for education and training as workers reskill themselves for the future with government announcing a number of schemes including apprenticeships to help address significant unemployment. Access to tertiary education courses has been impacted by the closure of the Whiteirea facility.
 - **Tourism** - tourism GDP was \$98.2 million, or the equivalent of 4.9% of the districts GDP in 2019. The accommodation and food services industry which contributes to tourism GDP is a big employer in the region accounting for 7.5% of filled jobs in 2019. In 2020 tourism has experienced significant reductions in activity due to Covid-19, however, domestic visitor activity is predicted to help revive the industry as restrictions allow. The district only has a small reliance on international tourism and as a result has not seen the same level of impacts as regions like Queenstown or Rotorua.
 - **Creative Industries** – the district is recognised as a creative area, with 4.2% of the local workforce employed in the sector, and the fourth highest concentration of creative jobs nationally, in 2019. However, Covid-19 is likely to have a severe impact on most of this sector and efforts to revive jobs in the sector will be needed.
24. While recent economic performance has been good for many sectors, Covid-19 will likely reverse growth trends across most industries,

with the full impacts not yet known. This will also impact incomes in the district either through wage reductions or job losses. As of 2019, mean annual earnings (a source of household income) for the Kāpiti Coast was \$48,805, which is already significantly less than the national average of \$63,000. More details are provided in Appendix 1.

Well-being

25. Sustainable economic growth is an important contributor, but many factors determine people's wellbeing such as housing affordability, household income and mental health. Just because a district or country is doing well economically does not mean all its people are. We want all of our community to have the ability to share in the benefits of a strong and growing economy. Making the best choices for current and future generations requires working together to look beyond economic growth on its own and consider social, environmental, and cultural implications.

26. While there is still no single and universally accepted definition or measurement of well-being, there are a few clear areas where action is needed if we are to improve the well-being and quality of life of all our communities, including:

- **Jobs and earnings** – the Kāpiti Coast has a higher proportion of workers in industries that are forecast to decline, leaving these workers more vulnerable if these job losses do occur.
- **Skills** – the Kāpiti Coast has a lower proportion of workers who are classified as highly-skilled, reducing the potential for wage growth and higher paying jobs.
- **Young people Not in Education, Employment or Training (NEET)** – the district historically has a higher NEET rate than other parts of the country, making pathways to employment more difficult and making it harder for employers to maintain existing workforce levels in the future.

- **Income and consumption** – on average our householders have lower household income figures. This is driven by a lower personal earning potential than experienced in other parts of the country and has resulted in reduced local consumption and increased pressures on housing and rental affordability.

Areas of opportunity

There are significant opportunities to further grow and develop the Kāpiti Coast economy, including:

- increasing the awareness of the Kāpiti Coast as a great place to live, visit and do business; highlighting our quality of life, improved infrastructure, rich culture, natural environment and resilience in order to retain and attract more residents, businesses and investment, and increase visitor spend and guest nights.
- enabling increased higher paying local job opportunities for our communities, creating more employment and training pathways for our young people / rangatahi including those not in education, employment, or training (NEET), and facilitating opportunities for industry to connect to the skills, talent and expertise of older people and people with disabilities in the district.
- highlighting our key sectors and environment, including what we have to offer in terms of manufacturing and service based industries, creative industries, productive lands and niche & artisan producers, attractions and parks, and working with iwi to unlock opportunities for Māori-owned land and businesses.
- supporting and encouraging more businesses to start up and establish in the district. Kāpiti already has a high percentage of self-employed residents, 27.9% compared to 16.2% nationally and the opportunity

exists to support further growth of these existing businesses, as well as helping new businesses establish and feel welcome.

Areas we need to improve

27. There are also areas we need to improve, including:

- continuing to develop and make the case for additional efficient, effective, and resilient transport infrastructure across all of the Kāpiti Coast and improving our connectivity to other centres.
- developing, attracting, and retaining a skilled and competitive workforce, based on an understanding of current and future workforce needs, addressing skills gaps and shortages and facilitating greater connections between businesses, education and training providers and our communities.
- improving community well-being including providing pathways to higher income jobs and enabling local career progression, supporting our young people / rangātahi and people with disabilities with sustainable pathways to employment and further training and encouraging entrepreneurship and innovation. Ensuring older people in our community have the opportunity to contribute their skills and experience in a way that recognises the unique contribution that they can bring as we continue to grow and adapt.
- placing greater focus on growing and supporting our partnerships with iwi, business and the community and providing strong leadership and transparency, strengthening communication between groups and building trust.
- support for key sectors and having a better understanding of their potential for growth and how best to facilitate and support this in partnership with the sector.

Priorities for action

28. In order to take advantage of these opportunities and ensure we can make improvements where required there are a number of actions we need to take, key priorities include:

- **Addressing the skills gap** – skills gaps are impacting all industries with highly skilled people being the most competitively sought after. We need to understand our current skills gap with regard to what key sectors require now and in the future.
- **Supporting our rangatahi/young people** – our young people are an important asset and we need to create sustainable pathways to employment and further training. Historically, we have a relatively high proportion of young people not in Education, Employment or Training (NEET) and a large proportion of the youth population leave Kāpiti Coast for education and employment opportunities in larger centres. We need greater diversity with employment opportunities for youth and greater connectivity to local businesses.
- **Creating greater connections for older people into our economy** – connecting older people to local businesses and key industries and creating more opportunity to share their skills, experience and connections to support new and growing businesses, entrepreneurs and workers.
- **Growing higher incomes** – a high percentage of our workers are in low income jobs compared to the rest of New Zealand (retail trade, health care, social assistance, education, training, accommodation, food services). A greater proportion of households are in the low and medium income groups.
- **Attracting and utilising talent and skills** – a total of 46% of workers live in Kāpiti Coast but work outside the district, with 25% working in Wellington City, where their earning potential is often greater. Growing

more highly skilled local jobs is important, as this large commuting workforce provides significant unutilised potential that is not benefiting the local economy. From a quality of life perspective, extended periods away from family and community can impact on overall wellbeing.

- **Developing better amenities and services**– while there have been improvements in our infrastructure, the district still has limited amenities compared to other regions (e.g. no tertiary education facilities compared to Wellington and Palmerston North; no 24-7 emergency care, no rail transport north of Waikanae, infrequent bus services).
- **Placing greater focus on growing and supporting our partnerships and providing strong leadership** – these issues need a collective response, this means providing leadership and transparency, strong communication, building trust and partnerships to deliver our Strategy.
- **Responding to and adapting to climate change** – it is important that there is a shared understanding of the impacts of climate change and that we are able to encourage the growth of sustainable, future focused industries and employment pathways, while working with existing businesses to be more sustainable.

Strategic Framework

Ngā Moemoea / Our vision

The above context and supporting analysis, has informed our vision for this Economic Development Strategy and Implementation Plan. As a community we have developed a strategic vision, Ngā Moemoea, that is at the heart of our Strategy.

Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all.

To achieve this vision, our partners, businesses, and communities have identified the need to work together to:

- **Celebrate our rich culture, natural environment and identity and highlight the opportunities and advantages of the Kāpiti Coast** and attract domestic and international visitors, residents, and businesses to the district.
- **Adopt a business-friendly focus** that enables all participants in the economy to operate to their full potential and contribute to a vibrant economy while protecting our natural environment.
- **Enable innovation, creativity and entrepreneurship** by continuing to build connections and networks with local talent and supporting sustainable pathways for our current and future employment requirements, with a focus on Māori employment pathways and business initiatives.

- **Strengthen partnerships and leadership**, providing increased opportunity for quality local entrepreneurship, growth and collaboration, while celebrating, protecting, and strengthening our unique and distinctive community.
- **Focus our efforts to grow those industries and sectors that provide the most potential** for the Kāpiti Coast economy and our community.

Action in each of these areas will be essential if we are to deliver our vision and enhance our economy. The benefits of an enhanced economy extend well beyond solely financial benefits.

The bigger picture includes higher living standards, affordable housing, a sustainable environment and workforce and a district with access to services and amenities that support and improve our communities' health and well-being; delivered through greater social amenity and more choices for local residents.

By working together on these areas, we can expect to see a range of benefits, which could include:

- Retaining and attracting new businesses, and growing key existing sectors, will attract talent and new residents, develop our workforce skills, grow jobs, and generate increased higher income opportunities. This means there are more employment opportunities for residents, which reduces the need to commute, as well as greater spend in our local economy enhancing wellbeing.
- Growing and promoting Kāpiti Coast as a destination, means that new businesses and visitors will have a positive knock on effect to our economic wellbeing through household income, local jobs, visitor spend, local services and amenities.

- More generally, the visitor economy allows Kāpiti Coast to maintain a larger economic footprint than the population could support by expanding the scale and range of commercial activities that can be sustained. This creates more choices for residents, for example, the food and beverage offering in Kāpiti Coast would be greatly reduced in the absence of the visitor economy.
- Supporting our youth / rangatahi population which not only offers a sustainable workforce opportunity for Kāpiti Coast but an opportunity to grow and support young innovators and entrepreneurs. This means Kāpiti Coast programmes such as Work Ready Kāpiti, Zeal, Startup Weekend (linked to Techweek), The Māoriland Hub and Pop Up Business School provide our rangatahi / young people with support, greater choice, opportunities and stepping stones to a bright future.
- Working in partnership with our community to shape our district's economy and environment. This means a more holistic and joined up approach to enhancing our wellbeing, environment, tackling climate change and growing the Kāpiti Coast. Kāpiti Coast District Council is already the leading Council in NZ for sustainability and climate change, we reduced our footprint by 76% and will continue working to reduce this further. This means we will work with Manu Whenua, our community, and businesses to encourage best practice and continue to improve.

Our strategic pillars

The above priorities and vision, shape the five pillars, Ngā Pou, of this Strategy, and emphasise the need for the delivery of the Strategy in partnership and the importance of ensuring that all parts of our district can benefit from our actions over the next three years and beyond (Figure 4).

Figure 4: Ngā Pou

Whakapapa	Kaitiakitanga	Whānau	Kotahitanga	Manaakitanga
Positioning the Kāpiti Coast	Open for Opportunity	Growing Skills and Capability	Strengthening Partnerships and Leaderships	Supporting Key Sectors

Looking at the objectives of each of these strategic pillars:

- **Whakapapa / Positioning the Kāpiti Coast** – focuses on the actions required to enhance the visibility and attractiveness of the Kāpiti Coast as a destination.
- **Kaitiakitanga / Open for opportunity** – focuses on the actions that will make the district more responsive and open to quality growth.
- **Whānau / Growing skills and capability** – focuses on the actions that support workforce development, creativity, entrepreneurship and sustainability.
- **Kotahitanga / Strengthening partnerships and leadership** – focuses on the actions that will ensure we have robust mechanisms for working together at both a local and regional level.
- **Manaakitanga / Supporting key sectors** – focuses on actions that support the growth of key sectors and industries.

Under each of these pillars we have identified key actions which will be critical to delivering our objectives and overall vision (Figure 6). For each pillar we have indicated the medium-term outcomes, which we will report and monitor against over the next three years. We have also identified longer-term outcomes, which we expect to see improvements against over the next five years. While there is a connection between the medium and

longer term outcomes, progress against the longer term outcomes will also be influenced by other external factors.

Finally, we have identified impacts that align with the priorities of the Strategy and our vision for the Kāpiti Coast's economy, progress against these impact indicators will largely be outside of our control but they will be important indicators to measure progress against and to ensure that the actions we are taking are contributing to growing our local economy for the benefit of all our community. Our overall approach to measuring outcomes and impacts recognises that, given the implications of Covid-19, the Kāpiti Coast needs to ensure that it continues to maintain or improve its performance against national and regional averages and those of our neighbouring districts.

Figure 5: Kāpiti Coast Economic Development Strategy – Strategic Framework

Ngā Moemoea / Vision	Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all				
Ngā Pou / Pillar	WHAKAPAPA / Positioning the Kāpiti Coast	KAITIAKITANGA / Open for opportunity	WHĀNAU / Growing skills and capability	KOTAHITANGA / Strengthening partnerships and Leadership	MANAAKITANGA / Supporting key sectors
<p>Ngā Whāinga / Aim</p>	<p>Celebrate our rich culture, natural environment and identity and; highlight the opportunities and advantages of the Kāpiti Coast</p>	<p>Facilitate quality growth that protects and enhances the District and its natural environment</p>	<p>Enable employment, innovation, creativity and entrepreneurship and improve capacity for mana whenua participation</p>	<p>Delivery and implementation through strengthened partnerships and leadership and recognises the significant relationship with iwi as mana whenua</p>	<p>Grow industries and sectors that provide the most potential for supporting improved economic well-being</p>
<p>Ngā Mahi / Actions</p>	<p>Develop and deliver the Kāpiti Coast Story Facilitate and support major events</p>	<p>Ensure a welcoming and customer focused approach to council services Have a coordinated approach to the facilitation of key opportunities Ensure effective regulations that support growth and protect our environment, including the District Plan Retain and attract businesses and agencies to the Kāpiti Coast</p>	<p>Develop a Workforce Plan including Youth Initiatives and opportunities for Māori, older people and people with disabilities. Facilitate growth of international education Advocate for local tertiary and Government apprenticeship linkages Enhance business networking and training opportunities Develop a business investment and support matching programme</p>	<p>Establish an Economic Development Kotahitanga Board and finalise the monitoring and reporting framework for the Strategy Support the development and delivery of an integrated Covid 19 recovery plan Support actions that enable mana whenua aspirations Advocate for new and improved essential infrastructure including electrification of rail to Ōtaki Support unique economic opportunities in our communities Advocate for increased access to affordable housing to support the growth and retention of local residents</p>	<p>Identify opportunities and barriers experienced by key sectors, including high growth sectors Develop a district-wide Destination Plan to support the growth of the visitor economy, including strengthened air linkages and supporting infrastructure such as the Kāpiti Gateway. Support the development and delivery of a Kāpiti Creative Industries Plan Facilitate and support the development of a Climate Change Strategy. Support development of industry led groups</p>

Ngā Moemoea / Vision	Through partnership, support the growth of a vibrant, diverse Kāpiti Coast economy that provides increased opportunity, resilience, and well-being for all				
Ngā whakaputa nga takawaenga / Medium term outcomes	Increased awareness of the Kāpiti Coast as a destination Increase in number of attendees at major events delivered	Businesses recognise Kāpiti Coast as a great place to establish and grow Key industries and businesses feel supported More businesses and organisations actively considering the Kāpiti Coast	Improved match between workforce needs and skills available Increase in employment and training pathways for young people, people with disabilities and Māori Increased business networking and awareness of training and support	Increased business engagement Increased advocacy for Kāpiti Coast Increase in Government investment into district	Targeted actions to support growth of key industries Growth of visitor economy Improved resilience, climate change awareness and education across key industries and businesses Industry led business groups established
Ngā whakaputa nga roroa / Longer term outcomes	Increase in visitor numbers and expenditure Increase in new businesses establishing in district	Growth of key industries and businesses Economic impacts and opportunities of key projects understood and realised Relocation of Government Offices to Kāpiti Coast (combined 200+ FTE)	Increase level of qualification attainment Decrease in proportion of young people/rangatahi not in education, employment or training (NEET) Decreased rates of unemployment Increase in investment into key industries and businesses	Increased infrastructure investment in Kāpiti Coast Manu whenua aspirations realised	Growth of key industries and businesses Reduction in emissions and increased climate resilience Sustainable multi-sector partnership and collaboration
Impacts	Employment Growth – increase in local employment options and pathways	Mean Income Growth – increase in higher paying local employment and income generating opportunities	Business Unit Growth – increase in businesses establishing, expanding and moving to the district	GDP Growth – increased growth of the local economy and key sectors.	

Implementation and Delivery

Detailed action plans

The following section details the specific actions that form the basis of the implementation plan for this Strategy. Each of the proposed actions have been prioritised using a rating of 1, 2 or 3, with those actions rated 1 being the top priority for delivery. For each action, we have identified the lead agency who will drive the delivery with identified partners that may have direct involvement or function in an advisory / information only capacity. We then describe how each lead agency will work with partners to deliver the key action. Finally, we have set out an anticipated timeline for the start and completion of each action.

Ngā Pou / Pillar: Whakapapa / Positioning the Kāpiti Coast

The aim of the **Whakapapa / Positioning the Kāpiti Coast** pillar is to celebrate our rich culture, natural environment and identity and highlight the opportunities and advantages of the Kāpiti Coast to increase visitation, support the growth of new and existing businesses and grow the district's residential population. Proposed actions are detailed in Table 1.

Table 1: Whakapapa / Positioning the Kāpiti Coast – Key Actions

Nga Mahi / Action	Priority	Lead	Partners	How we will work	Delivery
Complete the development and implementation of the Kāpiti Coast Destination Story, including a set of marketing and promotional material - available for use by the Council, partners and stakeholders.	1	KCDC	Iwi, WellingtonNZ, Chamber, Manaaki, Kāpiti Arts & Creative Industries group, other Industry Groups, Youth Council and Community Boards.	KCDC will lead this action with input and support sought from our partners. Further work with iwi, businesses and partners will be required on an ongoing basis to keep the story relevant and up-to-date.	Jul 20 - Ongoing
Facilitate and support the delivery of major events and encourage greater business connectivity, sustainability, public transport use and community involvement.	1	KCDC	Iwi, WellingtonNZ, Chamber, Community Boards, Event organisers	KCDC will coordinate a process with partners to ensure greater awareness, support and leverage of our Major Events.	Ongoing
Facilitate and support the development of a Climate Change Strategy.	1	KCDC	Iwi, GWRC, WellingtonNZ, Chamber, Community Boards	Council will work with partners to develop a climate change strategy.	Mar 21– Mar 22

Ngā Pou / Pillar: Kaitiakitanga / Open for opportunity

29. The aim of the **Kaitiakianga / Open for Opportunity** pillar is to adopt a customer focus that enables all participants in the economy to operate to their full potential and contribute to a vibrant economy, while protecting the natural environment. Proposed actions are detailed in Table 2.

Table 2: Kaitiakianga / Open for Opportunity – Key Actions

Nga Mahi / Action	Priority	Lead	Partners	How we will work	Delivery
Deliver a welcoming and customer focused approach to council services that works in partnership with others.	1	KCDC	Iwi, Industry, Chamber, Community.	KCDC to implement a process for evaluating improvement in our customer approach across the organisation that is reported to Council and community annually.	Aug 20- Ongoing
Provide a coordinated approach to the facilitation of key opportunities	1	KCDC	Iwi, Industry Groups, WellingtonNZ, Chamber	KCDC will review its activities to ensure a coordinated approach is taken to facilitate key investment and business opportunities in the district.	Aug 20 – ongoing
Ensure effective policies and regulations, including the Annual Plan, District Plan, Long Term Plan and Economic Development strategy align; that collectively we support and enable sustainable quality growth outcomes that effectively utilise available land; that meets the requirements of all users, including business and housing.	2	KCDC	Iwi, Development Community, Chamber, Industry Groups, Housing Taskforce, Community, Youth Council	KCDC's will work with partners to encourage clear communication and understanding of new policies and regulations and that our community feel that they have had the chance to be part of this process. A newsletter to industry will be developed to support this.	Ongoing
Take a targeted approach to attract new businesses and agencies to the Kāpiti Coast, with an initial focus on increased Government presence and growing more higher paid jobs and skills.	2	KCDC	Iwi, WellingtonNZ, NZTA, Industry, Gvmt agencies	Council will work with partners to drive the importance of Kāpiti Coast as a District that offers resilience and diversity to businesses and to Government agencies.	Aug 20 – Ongoing

Ngā Pou / Pillar: Whānau / Growing Skills and Capability

30. The aim of the **Whānau / Growing Skills and Capability** pillar to enable innovation, creativity, entrepreneurship and growth, while building connections and networks with local talent in the community and supporting sustainable pathways for employment and improving capacity for mana whenua participation. Proposed actions are detailed in Table 3.

Table 3: Whānau / Growing Skills and Capability – Key Actions

Nga Mahi / Action	Priority	Lead	Partners	How we will work	Delivery
Develop and deliver a Workforce Plan including youth initiatives	1	KCDC / Iwi	Chamber, Industry, MSD, Work Ready Kāpiti, Youth Council, Kāpiti Disabilities Advisory Group, Grey Power.	KCDC will work with industry to understand workforce needs and skill gaps and engage partners in developing the workforce plan. KCDC will work with partners to develop and deliver a Youth Initiative for PGF – He Poutama Rangatahi Fund.	Feb 20 – Jun 21
Develop in partnership with our older persons and industry a programme that offers opportunities for older persons to re-enter the workforce e.g. contract, mentor in business and supporting young people.	2	KCDC	Iwi, Grey Power, Kāpiti Retirement Trust, Industry, Chamber, KEDA, Older Persons Council	KCDC will facilitate with partners the development of a programme for older persons to re-enter the workforce, mentoring, training, supporting young people into work etc.	June 21 – Dec 21
Facilitate the growth and attraction of international education	2	Kāpiti Coast College	KCDC, WellingtonNZ, Youth Council, colleges, and schools	Council and WellingtonNZ support Kāpiti's International Education Programme through promotion and identifying growth opportunities.	Ongoing
Deliver relevant business workshops and networking events. Create greater visibility and increase access to training and networking in Kāpiti and Wellington to support the growth and establishment of businesses in the district.	2	Wellington NZ / Chamber of Commerce	KCDC, Industry Groups and businesses	Wellington NZ and Chamber will work with partners to understand training, business workshop needs. Chamber will work with partners to promote networking events.	Ongoing
Advocate for tertiary and apprenticeship linkages that enable pathways, upskilling and higher incomes linking with the Wellington Regional Workforce Development Strategy	2	KCDC / Iwi	Youth Council, Universities, Weltec / Whiteirea, Wananga WellingtonNZ, Chamber of Commerce, National Skills Academy	Co-designing fit for purpose programmes based on industry need, growth and demand working to enable a sustainable workforce and higher incomes.	Aug 20 – Ongoing

Develop a business investment and support matching programme to support the growth and establishment of businesses in the district.	2	KEDA	WellingtonNZ, KCDC, Chamber of Commerce	Kick Start Kāpiti will develop this programme with support from its partners by way of advice and promotion.	Aug 20 – Dec 20
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Ngā Pou / Pillar: Kohahitanga / Strengthening Partnerships and Leadership

31. The aim of the **Kohahitanga / Strengthening Partnerships and Leadership** pillar to achieve effective delivery and implementation of this Strategy through strengthened partnerships and leadership and recognise the partnership with iwi as mana whenua. Proposed actions are detailed in Table 4.

Table 4: Kohahitanga / Strengthening Partnerships and Leadership – Key Actions

Nga Mahi / Action	Priority	Lead	Partners	How we will work	Delivery
Establish an Economic Development Kotahitanga Board, which will be capability based and led by an independent chair and finalise the monitoring and reporting framework for the Strategy	1	KCDC / Iwi	Drafting Group, Chamber, KEDA	KCDC will work with Partners and Stakeholders to finalise an appropriate model and Terms of Reference to setup and implement.	Aug 20
Support the delivery of actions identified by iwi that enable the aspirations of mana whenua.	1	Iwi	KCDC, WellingtonNZ, industry, GWRC, DoC	Te Whakaminenga o Kāpiti will work with partners to shape actions and how they will be delivered for mana whenua.	Ongoing
Support the development and delivery of integrated Covid 19 recovery plan for the Kapiti Coast	1	KCDC	Iwi, Industry, Wellington NZ, Government, Chamber, Community	KCDC will work with Partners and Stakeholders to develop and implement a recovery plan.	Aug 20 - Ongoing
Advocate for increased access to affordable and social housing to support the growth and retention of local residents.	1	KCDC / Iwi	Community	Advocate to Government to increase investment and support for increased social and affordable housing by completing an analysis of the current housing availability and impacts on community and personal wellbeing.	Sep 20 - Ongoing
Advocate for improved transport infrastructure including the extension of the electrification of rail to Ōtaki as a priority to support growth.	2	KCDC	WellingtonNZ, NZTA, Elevate Ōtaki, Iwi, Community Boards, KEDA, Chamber	Lobby GWRC and Government's Transport Minister, as a District on the significant economic impact.	Ongoing

Nga Mahi / Action	Priority	Lead	Partners	How we will work	Delivery
Support Elevate Ōtaki activities with the ongoing work pertaining to the expressway and future opportunities.	3	Elevate Ōtaki	KCDC, Iwi, Ōtaki Community Board	Elevate Ōtaki will continue to progress actions that came out of their Ōtaki Business Survey and strategic plan.	Ongoing
Support the redevelopment of the Waikanae Library which may include shared space activity in the Waikanae Town Centre.	3	KCDC	Waikanae Community Board, Iwi, Businesses	Establish a project advisory group inform the project vision, objectives and analysis of potential future building options.	June 20 - Ongoing
Support the Wainuiwhenua project, Paekākāriki to understand the economic impact of the proposal.	3	Wainuiwhenua project	GWRC, Iwi, Paekākāriki Community Board, KCDC, DoC	We will support the Wainuiwhenua Project and partners to understand the economic impact of the proposal.	Ongoing

Ngā Pou / Pillar: Manaakitanga / Supporting Key Sectors

32. The aim of the **Manaakitanga / Supporting Key Sectors** pillar to grow industries and sectors that provide the most potential for supporting improved economic wellbeing. Proposed actions are detailed in Table 5.

Table 5: Manaakitanga / Supporting Key Sectors – Key Actions

Nga Mahi / Action	Priority	Lead	Partners	How we will work	Delivery
Undertake research to identify how best to support our high growth sectors, their potential for further growth and current constraints and opportunities for growth.	1	KCDC	Industry, WellingtonNZ, Iwi	KCDC will work with WellingtonNZ to identify and understand our high growth sectors, which will inform an industry specific growth plan.	Aug 20 – Jul 21
Develop and implement a district wide Destination Plan, which links into the Regional Destination Plan.	1	Wellington NZ / KCDC	Manaaki Kapiti, Iwi, Industry	KCDC will work with partners to develop and implement our Visitor Destination Plan including strengthened air linkages and supporting infrastructure such as the Gateway project.	Aug 20 – Mar 21
Support the Kāpiti Creative Industries cluster group to develop the Kāpiti Creative Industries Action Plan including attracting investment to assess the feasibility of establishing a Creative Hub, skills development and visitor attraction projects.	1	KACI	KCDC, Kapiti Chamber of Commerce, WellingtonNZ, MBIE, Iwi	KACI will seek input, advise, and support from its partners to develop and implement their industry action plan, including the identified actions relating to the Creative Hub, skills development and visitor attraction projects.	Jun 20 – Mar23
Encourage the reduction of waste and emissions as a way to cut costs and have a positive environmental impact	2	KCDC	Industry/business, iwi, Chamber of Commerce	KCDC will work with partners to promote that we provide waste audits for businesses, support zero waste major events and will focus on working with developments / builders to reduce construction waste.	Sep 20 – ongoing
Support the development and ongoing growth of industry led groups.	2	Industry	KCDC, WellingtonNZ, education providers, Chamber, KEDA	Support industry groups to identify their roadblocks to growth, training needs and wider support opportunities and lobby on their behalf.	Ongoing

Governance and Accountability

Accountability

33. This section describes how the Economic Development Strategy and Implementation Plan will be delivered with transparency and accountability. This includes details on the approach to:

- Governance
- Prioritisation
- Monitoring and reporting
- Review
- Implementation timeline

Governance

34. For all partners and stakeholders, the ongoing arrangements for governance and delivery of this strategy and implementation plan are as important as the proposed actions. There is recognition that governance needs to be consistent, continuous, and effective.

35. It is the shared view of Council, our partners and stakeholders, that the governance of this strategy should be independently led, and council supported with future transition to a more independent model. All partners and stakeholders are committed to governance principles based on:

- Transparency
- Accountability
- Stewardship
- Integrity
- Trust

36. In this context, independence is critical. Equally, there is a need to ensure that partners and stakeholders work together as a district to delivery this Strategy. Recognising this, it is agreed that:

- the Economic Development Kotahitanga Board is established
- an independent chair is appointed by Council to build trust, pull together a strong Board and provide a unified strategic direction
- the Board will be selected based on capability and Board members need to be able to work productively with multiple partners and stakeholders within and outside the district
- a council representative will be an ex-officio member of the Board
- local iwi (Te Āti Awa ki Whakarongotai, Ngāti Raukawa ki te Tonga and Ngāti Toa Rangatira) will each have representation on the Board
- council will provide support to the Board
- a separate Terms of Reference Agreement will be developed along with performance measures that will be agreed with Council and the Board
- it is proposed that the initial core responsibilities of the Board would focus on overseeing the Economic Development Strategy and Implementation Plan, advocating for Kāpiti Coast and for economic development activities in the district, and being a relationship broker, with a focus on the establishment of strategic relationships to progress the outlined key priorities of this strategy.

37. The Board will also play an important role in finalising and agreeing the monitoring and reporting framework for the Strategy. This recognises that given the Covid-19 pandemic, there is a need to understand more fully the economic impacts on the local economy and how these might affect our economic performance and growth.

Prioritisation

38. The detailed action plans set contain a significant number of actions that will be progressed by the Council and its key partners over the coming years. Looking across the strategic pillars, Table 6 sets out each of the priority actions for year 1.

Table 6: Year 1 – Priority Key Actions

Pillars / Ngā Pou	Year 1 Priority Action	Delivery Timeline
Positioning Kāpiti Coast / Whakapapa	Deliver the Kāpiti Coast Story	Ongoing
Open for Opportunity / Kaitiakitanga	Provide a coordinated approach for key investment and business opportunities	Aug 2020 – Ongoing

Pillars / Ngā Pou	Year 1 Priority Action	Delivery Timeline
Growing Skills & Capability / Whānau	Develop a Kāpiti Coast Workforce Plan, including youth initiative	Feb 20 – Jun 21
Supporting key sectors / Manaakitanga	Develop a Kāpiti Coast Destination Plan and a strategy for one other key sector	Aug 20 - Jun 2021
Strengthening Partnerships and Leadership / Kotahitanga	Establish an Economic Development Kotahitanga Board and finalise the monitoring and reporting framework and performance agreement and measures for the Strategy.	Aug 20

Monitoring and Reporting

39. Monitoring progress and making recommendations for the future is critical to a well-functioning Strategy and Implementation Plan. It helps us know what is working and what might need to change. These are important mechanisms for managing risk and holding each other to account if implementation does not happen as it should.

40. A half yearly report will be prepared outlining progress to date against each of the actions, timeframes and issues and risks. This report will be published with immediacy on the Council's website after each meeting. Elements of the report may be withheld if there are reasons to do so, such as commercial-in-confidence information.

41. The Chair of the Governance Board will provide an in person report to the Strategy and Operations and Te Whakaminenga O Kāpiti Committees at least every six months to detail progress against the Strategy and Implementation Plan, and receive advice from elected members at this time on any improvements or additional actions (which would require sufficient resourcing).

42. The Chair of the Governance Board will oversee development of an annual report for publication at the end of Year 1 and Year 2 of operations, identifying progress, risks, and next steps. Council senior leadership and staff will make themselves available to work with the Board on actions and provide updates, as is deemed reasonable and fair.

Review

43. The Chair of the Governance Board will commission a short (6 week) review mid-way through Year 2 to establish whether the Strategy and Implementation Plan are on track and the governance is working effectively. Recommendations will be provided to the Council and reported on publicly.

The Chair of the Governance Board will initiate planning for the next three years of the Economic Development Strategy and Implementation Plan (i.e. 2023-2026) from the beginning of Year 3. In addition, the annual reporting process will also serve as a mechanism for reviewing progress and establishing future year priorities.

APPENDIX 1: OUR ECONOMY

GDP and growth

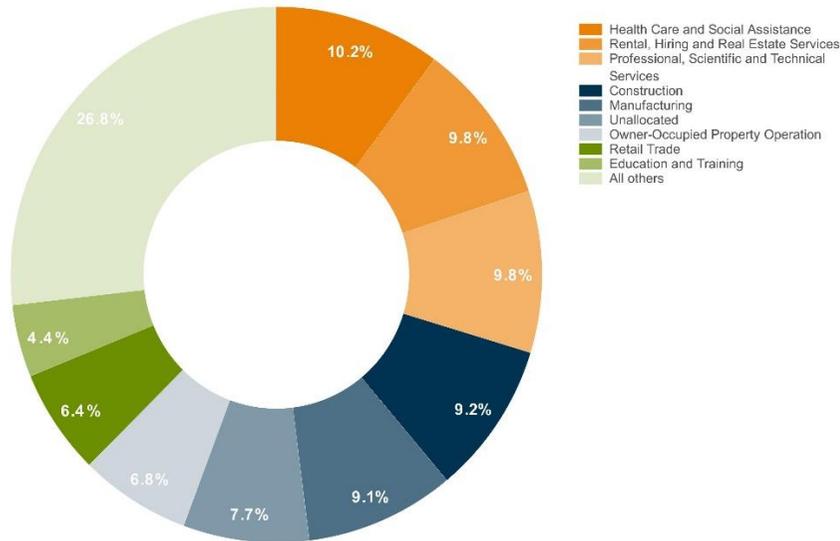
44. GDP for the Kāpiti Coast District was almost \$2 billion in 2019 (2019 prices), growing by 1.5% on the previous year. This was only half the rate of growth New Zealand experienced, with growth of 3% between 2018 and 2019.

45. Key sectors that contributed to our GDP in 2019 include:

- Health care and social assistance - 10.2%
- Rental, hiring and real estate services – 9.8%
- Professional, scientific and technical services – 9.8%
- Construction - 9.2%
- Manufacturing – 9.1%
- Retail trade – 6.4%
- Education and training - 4.4%

These industries are also our biggest employers, making up 70% of total filled jobs in the district. (More detail is provided in the following sections on key industries and employment).

Figure 6: Proportion of GDP 2019



Source: Infometrics

- 46. Over the last 10-years, economic growth in the district averaged 2.4% p.a. compared with an average of 2.5% p.a. nationally.
- 47. Health care and social assistance, and the professional, scientific and technical services industries were the two biggest contributors to economic growth during this time.
- 48. Immediate future growth is expected to be negative as a result of Covid-19 impacts. The districts economy is predicted to contract by 7% over the year to March 2021. While the national economy contracts by 8%. The construction and retail industries will experience the largest decline in GDP over this time period.

Key industries

Construction

49. Construction was the third largest contributor to economic growth over the past decade. In 2019, construction contributed \$184m to GDP (9.2% of total GDP).
50. In 2019, it was the largest industry employer in the area. 2,805 people were employed in construction, making up 15.9% of total filled jobs in the district.
51. Construction is also an important industry for those who are self-employed. 1,174 people were self-employed in the construction sector. This is 41.9% of total employment in the construction industry in 2019.
52. House construction was the largest employer within the construction industry in, comprising 594 of all jobs in the industry, an increase of 44 jobs in the last year to March 2019.
53. Large infrastructure investments in the area also contribute to construction's importance in the district's economy. Transmission Gully, a 27 km, 4 lane motorway which runs from Paekākāriki (in the Kāpiti Coast District) south to Linden (in Tawa), is likely to be completed by 2021. An expressway from Peka Peka to Ōtaki is also expected to be open to traffic by 2021.
54. Future projects include the construction of a four-lane highway from Ōtaki to north of Levin by 2029. Together these projects comprise a substantial portion of the Wellington Northern Corridor. They will provide increased connectivity to the coast and help support the construction industry long term.
55. In the short term, Infometrics expects that the amount of money spent on construction projects overall will continue to decline due to Covid-19 impacts. This is expected to rise between 2022-25 as investment begins after a period of historically low construction volumes and the government tries to stimulate the economy through infrastructure projects, and housing demands continue.
56. GDP for the industry is expected to fall by \$19.2 million between March 2020 and March 2021. Employment in the industry is expected to fall by 326 jobs between 2020 and 2021 (a decrease of 11.6%). With this lower construction work likely to see the largest reduction in Māori employment.
- 57.

Health care and social assistance

58. The health care and social assistance industry is the largest contributor to GDP in the district worth \$203.3 million in 2019 (10.2% of total GDP). It contributes a much higher percentage towards GDP in the Kāpiti District than New Zealand as whole, with the sector making up only 5.8% of national GDP.

59. The industry is our second largest industry employer, employing 2,540 (14.4% of total filled jobs) in 2019 and it continues to grow. While a small number of jobs (23, a reduction of 0.9%) are expected to be lost by March 2021 the industry's strength will remain over the next year and likely in the medium to long term. GDP of the industry, in the Kāpiti district is forecast to increase by \$0.61 million (or 0.3%) between March 2020 and March 2021.

Aged care and support

60. Aged care and support is the largest driver of growth within the health care and social assistance industry. Made up of aged care residential services, other residential services and other social assistance services. It employs almost 62% of those working in the wider health care industry (1,562 filled jobs in 2019).

61. Within this figure, aged care residential services remain the largest employer, employing 936 people in 2019. This accounted for 5.3% of total employment in Kāpiti Coast in 2019.

62. The aged care and support sub industry is expected to continue growing in Kāpiti. Pre-covid projections forecasted strong employment growth over the next 5-years for the industry.

Professional, scientific and technical services

63. The professional, scientific and technical services industry was the third largest contributor to GDP for Kāpiti, GDP for the industry was \$195 million in 2019 (9.7% of total GDP).

64. Between 2009 and 2019 the industry added \$67 million to the Kāpiti Coast's total GDP, making it the second largest contributor to economic growth over the last 10 years. This growth is reflected in employment growth figures which have averaged 4.0% since 2000.

65. The industry is currently our fourth largest employer, filling 1,650 (or 9.3% of total filled) jobs to March 2019. This figure is up by 2.9% on 2018 employment figures, ahead of the national growth of 1.8% for the industry.

66. Covid-19 will impact this industry in the short term. Over March 2020-2021, this industry is expected to experience around 140 jobs losses (a reduction of 8.3%). Early estimates for the year ended March 2021 see GDP in industry reducing by 6.3% (the equivalent of \$12.6 million).

Retail

67. The retail trade industry is the district's eighth largest contributor to Kāpiti Coast's GDP, with GDP of \$128m in 2019 (6.4% of total GDP). This is growth of 3.6% on 2018.

68. Employment was 2,146 in 2019. This was 12.1% of total filled jobs for the district, making it our third largest single employer by industry. Employment growth has averaged 1.1% while industry growth has averaged 3.1% since 2000.

69. Unfortunately, retail will take one of the largest economic and employment hits due to Covid-19. By 2021 around 250 jobs will likely be lost due to Covid-19 (a reduction of 12%) and GDP is expected to fall by \$10 million (or 7.7%). This is a reflection of lockdown restrictions, reduced tourism activity and reduced household spending.

Education and training industry

70. The education and training industry is our 9th largest single industry contributor to GDP, contributing \$87 million to GDP in 2019 (8.8% of total GDP for the district).

71. 1,559 people were employed in the industry in 2019, making education and training our fifth largest employer. 31 new jobs were created in the industry in the last year.

72. Education on the Kāpiti Coast is reputable and strong with 3 colleges, Ōtaki's tertiary institution Te Wananga O Raukawa, as well as two Māori immersion schools and two bilingual units within mainstream schools. A new primary school opened in 2018, reflecting the growth of our district and this industry.

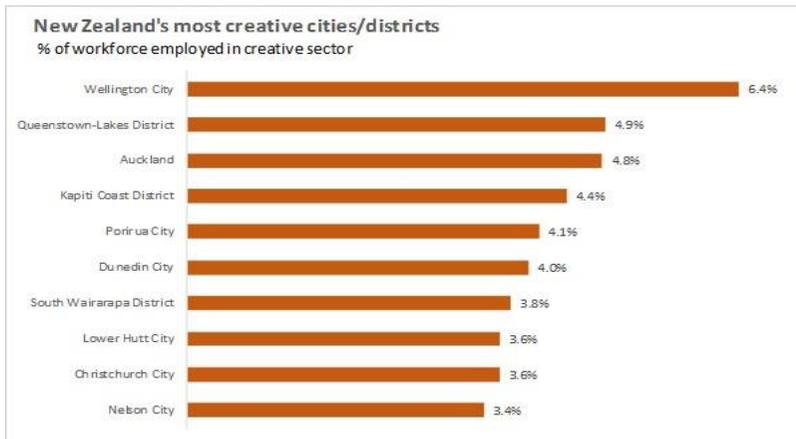
73. Education and training is relatively immune to the impacts of Covid-19 and growth of the industry in the district is expected to continue. Employment is expected to increase by 1% (15 new jobs) between 2020 and 2021, while GDP for the industry is predicted to increase by 0.2% (or \$0.19 million).

Creative industries

74. In New Zealand, the creative industries do not have a dedicated industry division for statistical purposes but are calculated based on activity within Arts & Recreation, Manufacturing and Professional, Scientific and Technical Services. In 2017, the New Zealand Institute of Economic Research calculated that the creative industries sector cumulatively contributed \$17.5 billion to New Zealand's GDP, and its 130,000 workers made up 6% of the national workforce.

75. In 2019, the Kāpiti Coast was identified as having the fourth highest percentage of our workforce employed in the creative sector in New Zealand, which is consistent with previous years (Figure 7).

Figure 7: Percentage of workforce employed in Creative Industries



76.

77.

The creative industries have been significantly impacted by Covid-19 and support is needed to revive the jobs that are likely to be lost within the sector. Modelling by Treasury suggests that without government intervention, the cultural sector will be hit roughly twice as hard as the rest of the economy, and 11,000 jobs could be lost within a 12-month period.

The Kāpiti Arts & Creative Industries cluster group has a key role in supporting the resilience of the sector and delivery of recommended actions.

Tourism

GDP and employment

78. In New Zealand, tourism does not have its own industry division for statistical purposes. It is calculated based on activity within several measured industries including accommodation and food services, transport, retail trade, and arts and recreation services.

79. In 2019, Kāpiti Coast's GDP attributable to the tourism industry was \$98.2 million. This equates to 4.9% of total GDP for the district, compared to 5.4% nationally.

80. Both international tourist arrivals and domestic tourism has increased in New Zealand over the past decade and this increase has also been captured by the Kāpiti District. Growth in tourism GDP for the Kāpiti Coast has averaged 6.5% over the last decade compared to 8.1% in New Zealand. In absolute terms, tourism GDP in 2019 for the district was 1.9 times what it was 10 years prior (\$52m to \$98m).

81. In 2019, the tourism industry employed an average of 1,199 people, which equates to 6.8% of the Kāpiti Coasts total employment in 2019. Employment growth has averaged 0.2% per year over the last decade.

82. Tourism in 2020 has experienced significant reductions in activity due to Covid-19. Accommodation and food, and retail services relying on tourism will experience job losses and reduced spending in the district. Employment in accommodation and food alone is expected to fall by 30% by March 2021 (the equivalent of 388 jobs).

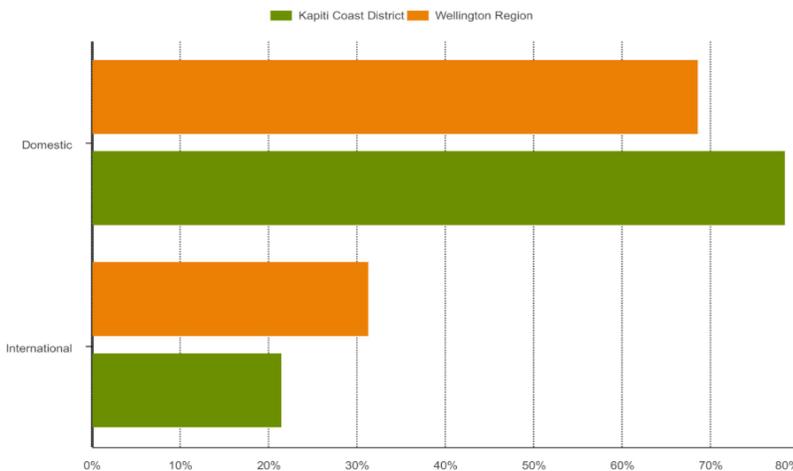
Tourism expenditure

83. Tourism expenditure captures the amount of money visitors to the district spend while in the area (it is not the same as tourism GDP).

84. In 2019, both domestic and international visitors spent \$177 million in the Kāpiti Coast District, an increase of 1.3% on 2018 spend.

85. Domestic visitors make up a larger portion of spending in Kāpiti (78.5%) than the Wellington Region (68.6%). Conversely, international expenditure for Kāpiti (21.5%) as a portion of total visitor spend is lower than the Wellington Region 31.4%. The following figure illustrates this breakdown.

Figure 10: Domestic and International tourism expenditure 2019



86.

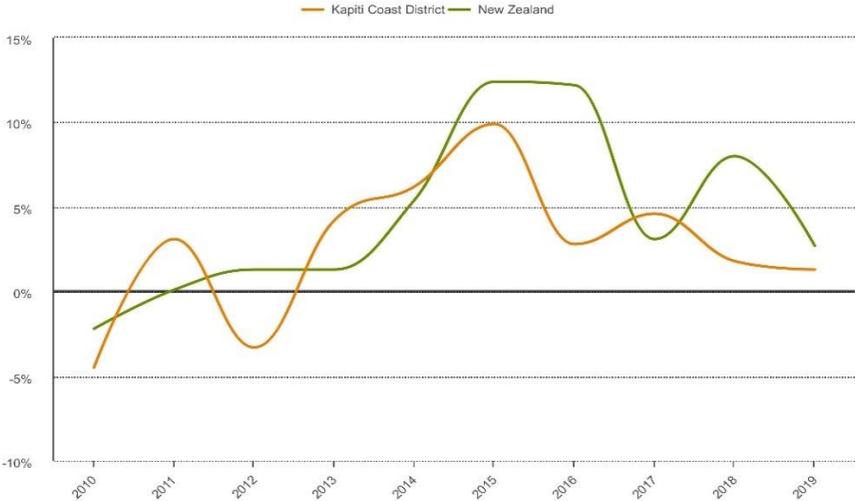
87.

88. Growth in tourism expenditure has fluctuated over the past decade and has recently plateaued. Covid-19 is likely to further cement this trend. Infometrics projects that foreign tourism will fall by 91% on pre-covid levels, over the next coming year with border restrictions remaining in place. However, domestic spending may only drop by 21%.

89. Kāpiti’s relatively high portion of domestic visitor spend (even compared to New Zealand figures) signals that the area is an attractive area for New Zealanders to visit and so despite poor economic conditions, there are opportunities to capture domestic traveller spending over the coming year.

90. Figure 11: shows how total tourism spending growth in the Kāpiti Coast District has changed between 2010 and 2019, relative to the rest of the country.

Figure 11: Tourism spending growth 2010-2019



91.

92.

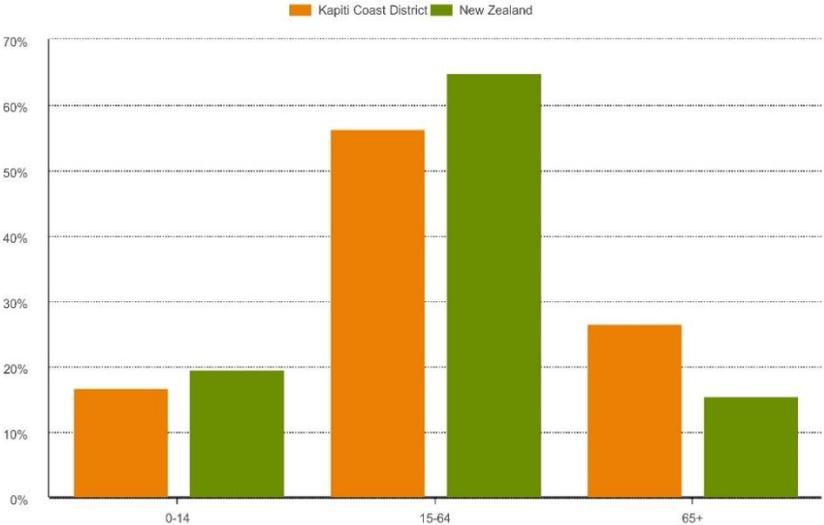
Labour market and skills

Working age population

93. In 2019, 31,570 people were between the ages of 15 and 64, meaning 56.4% of our population was of working age (compared with 64.9% nationally).

94. This work age population is said to support a non-working age population of 24,430 people (those between 0-14 and 65+ years of age). This means our dependency ratio is 77.3%. Much higher than the national ratio of 54.1%.

Figure 12: Age demographics Kāpiti Coast District compared to New Zealand 2019



95.

96. Notes on population generally:

- Total population in 2019 was 56,000.
- Our young people (0-14) represent 16.9% of the district's population compared to 19.5% within the national population.
- Our district has a significantly higher proportion of people 65 years and older, compared with New Zealand (26.7% compared to 15.6%).

Employment

97. There were a total of 17,693 people employed (total filled jobs) in the Kāpiti Coast District in 2019, up 1.7% from last year.

98. Employment is concentrated in several key industries that are strong contributors to the districts economy. Over 60.5% of employment is attributed to the following industries:

- Construction – 15.9% of total filled jobs in 2019
- Health care and social assistance – 14.4%
- Retail trade – 12.1%
- Professional, scientific and technical services – 9.3%
- Education and training – 8.8%

Employment growth in the district has remained positive over the past 6 years. However, Covid-19 is expected to reduce this growth to 1% in 2020 and contract in 2021, with negative 9.2% growth predicted. These levels have not been witnessed at all over the past 20 years.

Just over 1,600 jobs are expected to be lost in the district, with those in lower skilled jobs taking the largest hit.

Māori are expected to be disproportionately impacted by these job losses. Māori employment experienced growth of 5.3%, 3.6% and 3.8% in 2017, 2018 and 2019, but this is expected drop to 0.7% in 2020 and contract by 13% in 2021, with 215 Māori estimated to lose their jobs by 2021. 97 of these lost jobs are in low skilled employment.

Self-employment

99. A total of 4,938 workers were self-employed in the Kāpiti Coast District in 2019. 43% of these workers worked within the construction, and professional, scientific, and technical services industries.

100. While the percentage of self-employed workers has decreased from 28.8% to 27.9%, since 2015, this is still a significantly higher self-employment rate than the 2019 national rate of 16.2%.

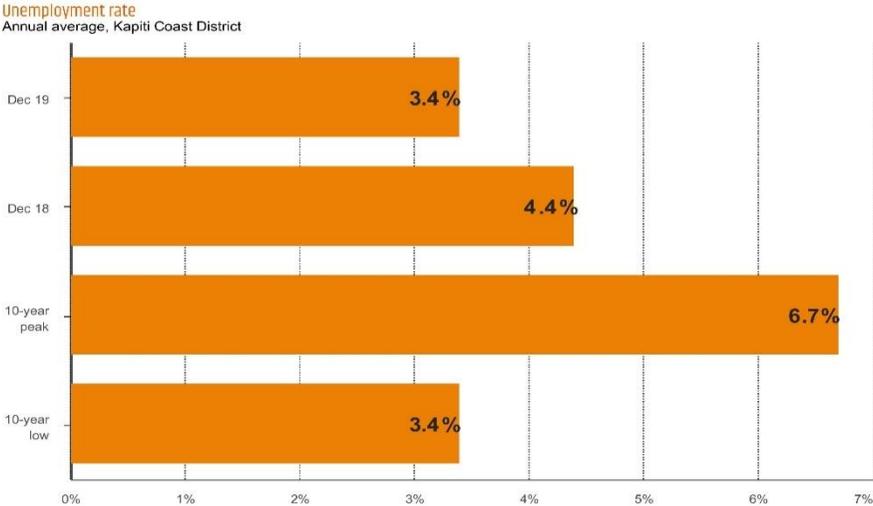
Unemployment

101. The unemployment rate for the district has been steadily declining since 2013 when it reached a 10-year peak of 6.7%. In 2019, the unemployment rate sat at 3.4% compared to the national rate of 4.1%, indicating a tight labour market in the district.

102. Unfortunately, Covid-19 will reverse this trend. The unemployment rate is expected to be 8.3% by March 2021, slightly lower than the national rate of 9.0%.

103. Annual average Jobseeker support recipients had been declining until 2019, when an average of roughly 1,500 people received Jobseeker Support each quarter. Recipients of Jobseeker Support grew by 10.8% between 2018 and 2019 compared to national average growth by 10.6%, largely following national changes in benefit policies. Unfortunately, this rate of growth is likely to continue due to declining economic conditions.

Figure 13: Unemployment rate, annual average 2018 and 2019

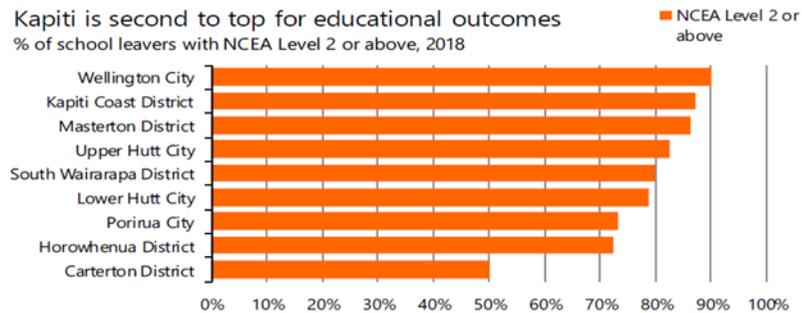


104.

School leaver attainment

105. Nearly 600 students from Kāpiti Coast high school leavers in 2018, had achieved NCEA Level 2 or above. This is the second highest proportion of school leavers with this attainment level in the broader Wellington area (Figure 14). Second only to Wellington City, which had the highest proportion of high school leavers with NCEA Level 2 or above, at 90%.

Figure 14: Percentage of school leavers with NCEA Level 2 or above 2018

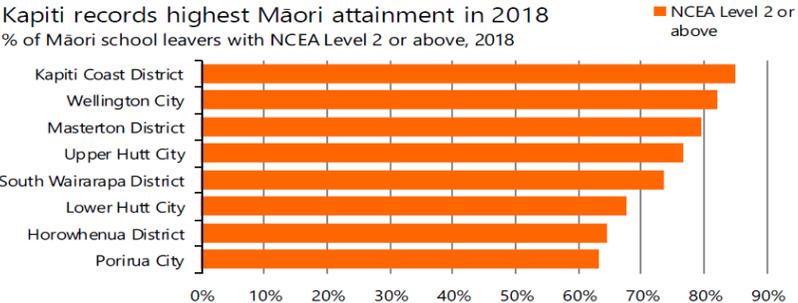


106.

107. A focus on maintaining strong educational attainment for Māori will continue to be important on the Kāpiti Coast. In 2018, 85% of Māori school leavers on the Kāpiti Coast left school with an NCEA Level 2 or above qualification. This percentage is much greater than the national average of 59% for Māori.

108. Kāpiti Coast’s Māori school leaver attainment at NCEA Level 2 and above was the highest rate of attainment in the broader Wellington area in 2018 (Figure 15).

Figure 15: Percentage of Māori school leavers with NCEA Level 2 or above 2018

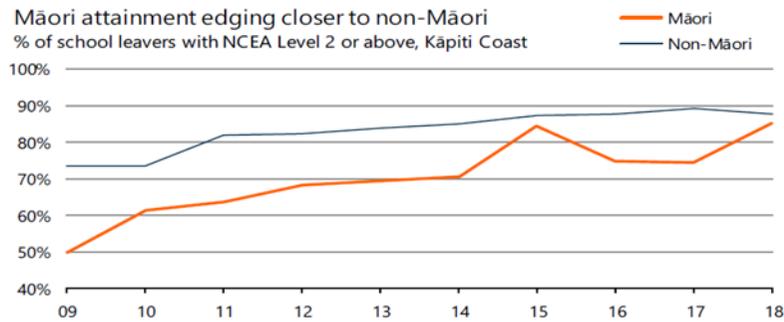


109.

110. Wellington City had the second-highest level of Māori attainment, with 82% of Māori leaving school in Wellington City in 2018 having achieved qualifications for NCEA Level 2 or above.

111. Despite Kāpiti Coast’s leaver attainment rates being higher than the national average, Māori school leaver educational attainment on the Kāpiti Coast still remains below the non-Māori result (Figure 16).

Figure 16: Percentage of Māori school leavers with NCEA Level 2 or above 2009-2018



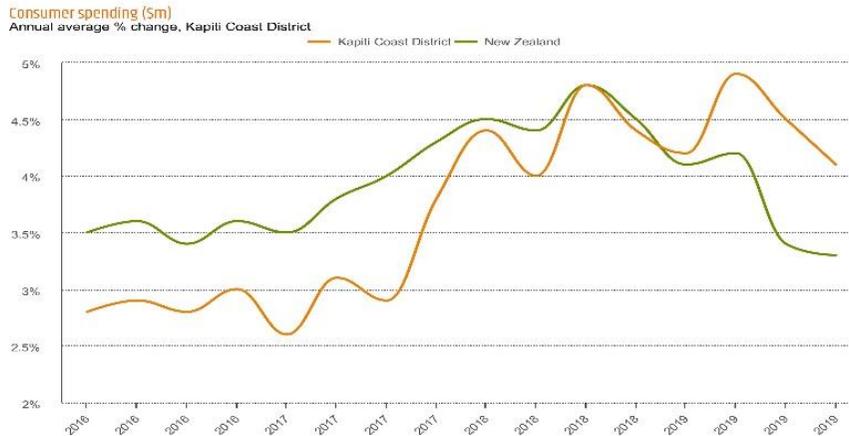
112.

Consumer confidence

113. Household confidence in the district appeared strong at the end of 2019. Consumer spending was up 4.1% from 2018 figures, ahead of a 3.3% increase nationally.

114. Spending in the district fell from about \$8.6 million per week between January and mid-March 2020 to just under \$5 million during April 2020, during the lockdown period. Despite lockdown being lifted, Covid-19 will likely continue to have impacts on this spending with job losses expected.

Figure 17: Consumer spending 2016 - 2019



115.

Incomes

116. Mean average household incomes have been steadily increasing year on year since 2009. In 2019, mean average household income for the Kāpiti Coast District (2019) was \$92,086, an increase of 5.4% on 2018.

117. For comparison, this is lower than Porirua (City) and New Zealand, which had average household incomes of \$133,000 and \$111,000, respectively. It is, however, higher than the Horowhenua District where annual average household incomes were \$80,000 in 2019.

118. Mean annual earnings (a source of household income) for the Kāpiti Coast was \$48,805 in 2019, a 3.5% increase on 2018 figures. Nationally mean annual earnings were \$63,000 in 2019, (a 3.8% increase on 2018).

Housing

Housing market

119. Kāpiti Coast's housing market remains strong, with house values growing 10% over the year to September 2019 as the number of houses sold eased by 2.0%. As of December 2019, the average house value was \$620,275 for the district. This compares with the New Zealand average of \$699,954.

120. It appears house values are growing at a much faster rate in the Kāpiti Coast than the national average. Values in Kāpiti increased by 8.1% between December 2018 and 2019, compared to an increase by 3.6% for average national values over the same period.

121. A buoyant housing market may make home-owning households feel wealthier, providing a further boost to consumer spending. However, renters and those looking to buy are struggling as the tight Wellington housing market continues to influence prices and rents on the Kāpiti Coast.

122. The area becoming more attractive to those living and working outside the coast could increase the workforce in the district, potentially adding to the skills and talents of this workforce. However, this is dependent on which demographic is attracted to the area and whether people can afford increasing prices. Increasing house prices could also push current residents and those within the current workforce out of the area. Inequities are likely to become more apparent if this is not managed.

123. Covid-19 now brings a lot of uncertainty into the housing market. Current low interest rates are hoped to reduce the burden for mortgage payments which could encourage some people to buy. However, job losses, pay cuts and tightening spending generally could reduce the demand in the housing market overall. The economic downturn could also increase inequality within the area as those on lower incomes tend to be disproportionately affected. This could influence who is able to buy and rent within the districts housing market.

Housing affordability

As house values rise, and average incomes in the area don't keep pace, houses in the district are becoming less affordable. The ratio of current average house values to average household income, the housing affordability index, was 6.0 in the year to March 2019 for the district, which was slightly lower than the national index of 6.1.

This index has been rising since 2016, indicating that housing is becoming less affordable in the district. By 2019 the ratio had converged to the national ratio, however COVID-19 now brings a lot of uncertainty as to how affordable housing will be.

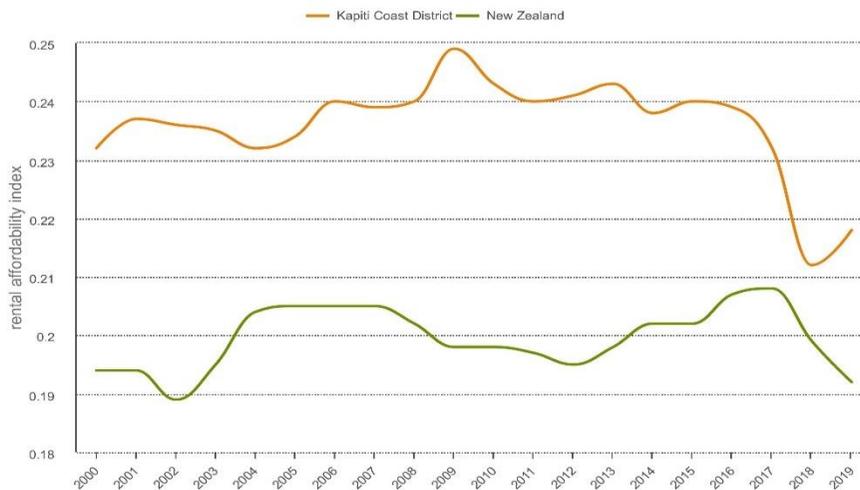
Rental affordability

124. Rentals have generally become more affordable in the Kāpiti Coast since 2000. However, affordability is still less than the New Zealand average. COVID-19 is also likely to reduce affordability as average incomes drop.

125. (Figure 18) shows how the rental affordability index has changed over the past 20 years. This index is the ratio of average weekly rent to average household income. A higher ratio suggests that average rents cost a greater multiple of typical incomes, which indicates lower rental affordability.

126. The Kāpiti Coast had a rental affordability index of 0.226 in 2019, higher (and therefore less affordable) than the New Zealand average of 0.195.

Figure 18: Rental affordability index 2000-2019



127.

128.

129.

APPENDIX 2: DEFINITIONS

ANZSIC06 industry classifications

130. This document refers to key industries throughout. These industries are based on the 1-digit industry categories from the 2006 Australia New Zealand Standard Industrial Classification (ANZSIC).

131. The ANZSIC is a hierarchical classification of industries with four levels, namely divisions (the broadest level also referred to as 1-digit categories), subdivisions (3-digit), groups (4-digit) and classes (7-digit). There are approximately 500 7-digit industries.

132. Statistical information, such as GDP and employment, is collected for each of these industries which are then collated to provide overviews of. These

133. Note: tourism and the art and creative sectors are not part of these industry classifications but are derived from these industries and their subdivisions, groups, and classes.

Gross Domestic Product

134. Gross Domestic Product (GDP) measures the value economic units add to their inputs. Total GDP is calculated by summing the value added to all goods and services for final consumption i.e. it does not include the value added to goods and services used as intermediate inputs for the production of other goods as this would result in double counting. As a result, GDP estimates should not be confused with revenue, turnover or gross output. Where referred to in this report GDP is measured in 2019 prices.

135.

136. **Filled jobs**

137. Is simply the number of people in paid work i.e. those employed.

138. **Tourism expenditure**

139. Tourism expenditure captures the amount of money visitors to the region (both domestic and international) spend while in the area. It is not the same as tourism GDP but is an input into calculating tourism GDP.

140. Tourism GDP and employment

141. Tourism is not classed as its own industry under the ANZSIC but figures for tourism GDP are derived from various sources which collect information on tourism related activity (e.g. Statistics New Zealand's Tourism Satellite Account, and guest nights, and visitor expenditure data from MBIE).

142. Tourism GDP is used as a basis to calculate tourism employment. Within each industry it is known roughly how much of the industries output is associated with tourism. This portion is applied to the underlying employment levels in each industry to give tourism employment for each industry. Then summed to provide an indication of the total number of jobs in a region that are attributable to the tourism industry.

Dependency ratio

143. Is the number of under 15 year olds and over 65 year olds as a ratio of the rest of the population (the working age population). A higher dependency ratio signals that there is a higher responsibility on the working age population to support the non-working population.

Household income

144. Household income captures labour market earnings (wages, salaries and self-employment) as well as allowances (e.g. Disability Allowance), benefits (e.g. Jobseeker Support) and superannuation. Investment income is excluded. Figures for the Kāpiti Coast District are determined by apportioning income information at a national level to the district, based on various sources of administrative data.

145. House values

146. Is the current average value of all developed residential properties in the area based on the latest house value index from QVNZ. It is not the same household price i.e. what is sold in the market, but growth in each house's prices do influence the measured house value.

147. Housing affordability

148. Is the ratio of the average current house value to average household income. A higher ratio suggests that median houses cost a greater multiple of typical incomes, which indicates lower housing affordability.

149. Rental affordability

150. Is the ratio of the average weekly rent to average household income. A higher ratio suggests that average rents cost a greater multiple of typical incomes, which indicates lower rental affordability.

Draft Economic Development Strategy - Survey

#1

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Time Spent: 00:06:05
IP Address: 121.75.244.217

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

Partnership is the only way to do economic development successfully, but this plan is weak at *effective* partnerships. The starting point should be to engage with large potential investment generators, and ask what the barrier is to investment by them - then work on removing these. In the absence of that, the ideas are piecemeal, cannot be shown to be effective, and talk of 'partnership' is more aspirational than effective.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

Approach is fine but substantively the actions are weak, with insufficient attention to accountability measures - who will do what and by when? There is too little evidence of cost and benefit and too little clarity about specific initiatives.

The strategy should not start from tourism and destination marketing. Instead, those sectors should be facilitated (at best) as adjacencies to deeper strengths. For example, Hutt's brewtown is firstly about brewing craft beer, and only secondly about the Hutt as a craft beer destination.

Q3

No

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

Kapiti needs to work with the rest of the region., It is too small to be viable on its own.

1 / 11

Draft Economic Development Strategy - Survey

Q5

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Name	John Pagani
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Phone Number	021570872

Draft Economic Development Strategy - Survey

#2

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, July 01, 2020 10:23:02 AM
Last Modified: Wednesday, July 01, 2020 10:26:06 AM
Time Spent: 00:03:04
IP Address: 222.153.72.30

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

This is meaningless jargon.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

Actions are essential, but those stated are too vague to be meaningful. Also some are beyond the realm of local government to achieve.

Q3

No

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

Don't understand quesiton 3.

Q5

Respondent skipped this question

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

3 / 11

Draft Economic Development Strategy - Survey

#3

COMPLETE

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Started: Friday, July 03, 2020 6:25:10 PM
Last Modified: Friday, July 03, 2020 6:28:17 PM
Time Spent: 00:03:06
IP Address: 115.189.129.53

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

Sounds odd for economic development to focus on well being. If you have economic productivity well being should follow. Sounds a but woke ?

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

Wgat does that even mean?

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Respondent skipped this question

Please add any comments you have here:

Q5

Respondent skipped this question

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Draft Economic Development Strategy - Survey

#4

COMPLETE

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Started: Friday, July 03, 2020 7:25:48 PM
Last Modified: Friday, July 03, 2020 7:34:55 PM
Time Spent: 00:09:06
IP Address: 121.74.27.170

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

Partnership is about hearing what others are saying and KCDC need to hear what the partners say and not ignore it. KCDC seem to dismiss community feedback if it is not what they want to hear or not going in the direction KCDC want to go.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

The sector groups need to run the sectors from outside of KCDC. KCDC do NOT have to control everything, or run everything. KCDC should be a facilitator help the community / sector groups etc to achieve actions. The sector groups know their stuff and KCDC should listen to what the groups need and make changes within the KCDC process if needed to facilitate actions.

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

ED should NOT be run from inside KCDC you do not have the freedom to react fast enough nor to move actions forward without bureaucracy hold things up or stifling ideas and actions.

Q5

Respondent skipped this question

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

5 / 11

Draft Economic Development Strategy - Survey

#5

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Saturday, July 04, 2020 4:48:42 PM
Last Modified: Saturday, July 04, 2020 5:05:22 PM
Time Spent: 00:16:40
IP Address: 151.210.163.114

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

Partnerships work best when there is equitable contribution, a joint vision, recognition for what each partner brings and their role. Partnerships need to demonstrate tangible benefits, not lip service.

Working in partnership is not consultation. Working in partnership is doing something to help the other partner(s). So in terms of public/private partnerships, it is often the private sector delivering (taking the risk) with public funding/advocacy/policy support. This kind of partnership is not the norm in Kapiti and I hope this strategy changes that.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

The majority of these actions are good but what are their outcomes? How will their progress be communicated with the public? How will they be funded? How will the lead partners be supported to deliver? Are they sufficiently resourced to deliver?

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

Governance + Operational Management = Leadership. Any independent governance approach needs the mechanism to drive delivery and quality and if it does not have anyone acting on its behalf and reporting directly at an operational level, then the accountability is not there. The board has to be able to carry out its functions independent from Council staff to be successful, but still in partnership with Council staff.

Q5

Respondent skipped this question

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

6 / 11

Draft Economic Development Strategy - Survey

#6

COMPLETE

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Started: Sunday, July 05, 2020 11:14:58 AM
Last Modified: Sunday, July 05, 2020 11:24:48 AM
Time Spent: 00:09:50
IP Address: 219.88.71.68

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

A strategic vision is an overview of where we want to be at a specific point in the future. It should present an ideal, but realistic, outcome. The following is suggested for consideration:

A diverse, vibrant and resilient Kapiti Coast economy with opportunities for all that enhance well-being and is supported by strong community partnerships.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

The use of pillars to support a strategy is generally supported. However, research suggests that more than 3-4 pillars will result in none of them being achieved. One pillar should be removed. I would suggest the positioning pillar is removed because it will come naturally from work on the other pillars. The actions should also be removed and not transferred to the other pillars.

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

The consultation timeframe has been far to short for a strategy of this significance.

Q5

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Name **Ben Addington**
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Draft Economic Development Strategy - Survey

#7

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Tuesday, July 07, 2020 10:25:57 AM
Last Modified: Tuesday, July 07, 2020 10:29:52 AM
Time Spent: 00:03:54
IP Address: 27.252.213.42

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

collaboration and partnerships are good, the key is who leads this.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

draft ?

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

I'd like to see an industry / community lead independent economic development team, governance as well as operational as much as this could happen.

Q5

Respondent skipped this question

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

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Draft Economic Development Strategy - Survey

#8

COMPLETE

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Last Modified: Tuesday, July 07, 2020 1:50:13 PM
Time Spent: 00:02:57
IP Address: 118.93.240.218

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

so long as the council does actually takes on and participate then I support it

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

needs to be followed through and actually adopt the actions set out in the planning meetings.

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Respondent skipped this question

Please add any comments you have here:

Q5

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Name	debbie martin
Email Address	istiva234@gmail.com
Phone Number	0212425240

9 / 11

Draft Economic Development Strategy - Survey

#9

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Friday, July 03, 2020 5:51:31 PM
Last Modified: Tuesday, July 07, 2020 3:22:58 PM
Time Spent: Over a day
IP Address: 151.210.166.223

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

This is the right approach, community partnerships are essential to successful ED in Kapiti

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

Actions against pillars makes sense, each action also needs a predefined measure of success

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

There must be a fully independent governance board

Q5

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Name Glen Olsen
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Draft Economic Development Strategy - Survey

#10

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Last Modified: Tuesday, July 07, 2020 3:27:43 PM
Time Spent: 00:30:38
IP Address: 222.153.79.114

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

It's a strong focus on economic development. The wellbeing is just a nice word added in

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

I found Figures 1 and 6 pretty meaningless - I'd drop them from the final report. It was only the tables in the Detailed Action Plans that started to make sense, about what was intended, who KDCD would work with, what would be done

Q3

No

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

Absolutely not. Ec development by KDCD is the governance job of elected councillors. Not god-knows-who people 'independent' of the elected council. This is an appalling idea. And left till p.30! KDCD already privatises too much, and loses control (eg rubbish). Working in consultation/partnership is great but not this - it is a total undermining of democratic local govt. You cannot privatise council governance!

Q5

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Name Linda Hill
Phone Number 04 904 3015

11 / 11

Draft Economic Development Strategy - Survey

#11

COMPLETE

Collector: Web Link 1 (Web Link)
Started: Wednesday, July 08, 2020 11:27:17 AM
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Time Spent: 00:02:08
IP Address: 115.189.131.252

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

Partnerships and collaboration are key to our community success

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

This gives a clear and precise pathway for growth. Very good.

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

With a collaborative, open sourced approach with all stakeholders.

Q5

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

Name	Andrew
Email Address	anaruprice@hotmail.com
Phone Number	0276677665

1 / 1

Draft Economic Development Strategy - Survey

#12

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Collector: Web Link 1 (Web Link)
Started: Wednesday, July 08, 2020 5:39:27 PM
Last Modified: Wednesday, July 08, 2020 5:49:19 PM
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IP Address: 121.74.27.170

Page 1

Q1

The draft strategy has a strong focus on partnership and well-being. Please give us your feedback about this approach.

Get ED out of KCDC . The business community and interest groups can do a far better job of ED. Council are bureaucrats and should stick to core business. council are not innovators.

Q2

As part of the draft strategy we've developed Ngā mahi/actions for each Whāinga/Pillar. Please give us your feedback about this approach.

Tourism and other pillars are best served by the business Community and professionals in those industries. Council should Have a representative at the table to help but not as the leader of these very important issues.

Q3

Yes

Do you support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District?

Q4

Please add any comments you have here:

Get ED out of KCDC control.

Q5

Respondent skipped this question

If you would like to be contacted by a member of the Economic Development team about your feedback please provide us with your contact details:

1 / 1



Kapiti Coast Association

Submission on Economic Development Policy and Strategy

Kapiti Coast Grey Power Assn (KCGP) supports the Councils proposals and makes the following comments.

Priorities for year 1

The implementation plan contains a significant number of actions that will be progressed by the Board, Council and its key partners over the coming years. In year 1 we recommend the priorities should be:

- Establish an Economic Development Kotahitanga Board and support the development and delivery of an integrated Covid 19 Recovery Plan – which supports our strengthening partnerships and leadership pillar and recognises the significant relationship with iwi as mana whenua.

KCGP believes that development should be led by this Board and therefore should be the first action and asks why the Council representative on the Board should be ex-officio

- Deliver the Kāpiti Story –which supports our positioning the Kāpiti Coast pillar.
- Provide a coordinated approach to the facilitation of key opportunities, such as the attraction of new businesses and government agencies. – which supports our open for opportunity pillar.
- Develop a Kāpiti Coast Workforce Plan– which supports our growing skills and capability pillar.

This is an area that should include older persons

- Develop a Kāpiti Coast Destination Plan, which includes a focus on increasing opportunities for Maori business and a strategy for one other key sector – which supports our supporting key sectors pillar.

- Finalise the monitoring and reporting framework for the Economic Development Strategy - which will be agreed with the Board after the Covid 19 impacts are better understood and will provide a framework for ongoing performance measurement.

KCGP has long called for performance measurement that reflects achievements

Areas of opportunity

enabling increased higher paying local job opportunities for our communities, creating more employment and training pathways for our young people / rangatahi including those not in education, employment, or training (NEET's), and facilitating opportunities for industry to connect to the skills, talent and expertise of older people and people with disabilities in the district

KCGP welcomes this and the following statement

The Governments support for apprenticeships provides an opportunity to reduce NEETS which KCGP believes should be recognised in this document.

Areas we need to improve

Ensuring older people and people with disabilities in our community have the opportunity to contribute their skills and experience in a way that recognises the unique contribution that they can bring as we continue to grow and adapt.

KCGP supports this statement

Priorities for action

Creating greater connections for older people and people with disabilities into our economy – connecting older people and people with disabilities to local businesses and key industries and creating more opportunity to share their skills, experience and connections to support new and growing businesses, entrepreneurs and workers.

Develop in partnership with our older persons and industry a program that offers opportunities for older persons to re-enter the workforce e.g. contract, mentor in business and supporting young people.

Priority - 2

Lead - KCDC

Partners - Iwi, Grey Power, Kāpiti Retirement Trust, Industry, Chamber, KEDA, Older Persons Council and the Chamber will facilitate with partners the development of a programme for older persons to re-enter the workforce, mentoring, training, supporting young people into work etc

KCGP welcomes these actions as the benefits are not only financial but also provide the opportunity to reduce isolation and improve health

Appendix 2

Dependency ratio

Is (As?) the number of under 15 year olds and over 65 year olds as a ratio of the rest of the population (the working age population). A higher dependency ratio signals that there is a higher burden on the working age population to support the non-working population.

While this may be true nationally it certainly not locally even considering social housing costs. KCGP believes that the older community in Kapiti pays a higher proportion of the districts rates than the balance of residents. In addition the older population adds to the districts GDP through healthcare, and services and supplies. Superannuation and health are a national responsibility. KCGP requests that you remove any reference to dependency ratio throughout the document.

volunteer Kapiti has a significant community that contributes to the welfare of the community and consequently has economic value which KCGP believes should be acknowledged in this document.

T J Daniell
Local Body Portfolio
Trevordaniell01
0277791245

Kāpiti Economic Development Strategy refresh: submission

Background

I worked in local government in the Wellington region from 1995 until 2016 in a variety of roles, including organisational change management and business unit management at Wellington City, and setting up the regional effort to respond to climate change for Greater Wellington. Most recently, I worked on contract to Kāpiti Coast District Council on

- climate change issues
- asset and activity management plan development in 2010/11 and 2013/14, including writing the common Part A to all the plans which identified the strategic issues for Kāpiti
- coordinating the production of the 2015 LTP
- facilitating several processes including the development of the original EDS.

Currently, I am a member of the Kāpiti Climate Change Action Group and Low Carbon Kāpiti. I contributed to the development of the recent Open Letter: a Green Recovery for Kāpiti to the Council from these two groups. I also coordinate the volunteer team responsible for pest trapping along the Waikanae River Corridor. I live in Waikanae.

Thank you for the opportunity to comment on the proposed EDS refresh. I would be pleased to speak to this submission if the opportunity is available.

The EDS refresh

The document is well thought through and clear about the Council's intentions. The format with the four pou and their underpinning aims and actions communicates clearly the Council's thinking. The aims to increase the number, quality and associated income levels of jobs in the district, and to provide pathways into those jobs for rangatahi, in particular, cannot be argued with.

Picking key sectors to support and promote could be contested, given the history in this country over the last 50 years – I'm old enough to remember Think Big and other similar initiatives. However, if strategic criteria were applied to the selection of the sectors to be encouraged, this tool could be used to advance the transition to a low-carbon economy. The key word in that sentence is if. I will address this further below.

The emphasis on achieving economic development through partnerships makes great sense for a Council which is not rich in resources. Any council is in a privileged position to know what is going on in its community and one of the most powerful roles it can play is that of connecting people and initiatives to leverage achievement of strategic outcomes. The other aspects which Council can control directly – service delivery, customer focus and regulation – are well captured in the document.

But.

I have two major criticisms of this proposed strategy as laid out in this document:

- climate change is not a major focus – at best it is an after-thought, an also-ran
- the governance mechanism is not explained clearly enough.

Climate change

In 2019, in the run-up to the local body elections, the Council declared a climate emergency in Kāpiti. It was not clear at the time, nor has it been made clear since, what that declaration meant to the Mayor, the Councillors, or the senior leadership team at the Council. Not much, based on the evidence of this document.

It was said that the declaration meant that every Council decision would be passed through the climate change lens and that responding to climate change would be at the heart of all Council's actions. However, in the summary document which is presumably intended to showcase the critical elements of the strategy, we find three actions relating to climate change

- “Build awareness ... of our climate change focus” (what focus was that?)
- “Encourage the reduction of ... emissions”
- “Advocate for ... electrification of rail to Ōtaki”

one medium term outcome

- “Improved ... climate awareness across key industries and businesses”

and one long term outcome

- “Reduction in emissions and increased climate resilience”.

These mentions sit alongside details in the summary such as development of Plans, e.g. a Workforce Plan and a Creative Industries Plan. These are both commendable actions, but my point is that the references to climate change, with the exception of the electrification of rail to Ōtaki, are non-specific and woolly in comparison.

Improving the resilience of Kāpiti's economy and environment to climate change impacts and transitioning to a low-carbon future could have been a prominent and unifying theme in this document. I had expected just that in light of the climate emergency declaration. Disappointingly, that is not the case.

Further, some actions in the plan are actually opposed to achieving reductions in emissions and the decoupling of the local economy from carbon dependency. In particular, it is surprising to see strengthening air linkages as an action only two bullet points above encouraging reductions in emissions. The significant emphasis on tourism as a key sector and attraction of major events do not indicate a commitment to a carbon-free future, nor to the development of high-wage employment in Kāpiti.

This encourages my suspicion that support for key sectors will mean allowing any business to establish or increase its presence as long as that old shibboleth of endless growth is achieved, or even claimed. You cannot have it both ways. Either you put transitioning to a carbon-free economy at the heart of your strategy and use it as the filter for decision-making about support for key sectors, or you condemn your climate emergency declaration to the status of a pretty set of words and no more. The Council has recently demonstrated exactly how it can respond to an emergency in redirecting staff and activities to the Covid-19 response. Where is the evidence of climate change being treated as an *emergency* in this document?

It would not be hard to make transitioning to a fossil-fuel free future a major strand of this strategy – actions and outcomes could easily be included under each of the pou and would provide coherence and strong links between all of them. A commitment to encouraging only businesses and sectors that, at the least, do not contribute to increased emissions or exacerbation of impacts would be a good start. Special initiatives to foster businesses that commit and plan to decouple from carbon dependency should feature. The greatest effort should go into recruiting and supporting innovative businesses that produce processes, products and technologies that will contribute to that decoupling. A focus on training and education should promote teaching and learning of skills to feed into those businesses.

I assume the focus on tourism is partly due to its being seen as a sector that is already present which can be leveraged reasonably quickly. However, taking advantage of the central government funding that is available currently to promote employment in the environment area would seem more future-focused and would certainly have greater benefits in terms of addressing the climate change emergency. Kāpiti has opportunities to act as an incubator for new businesses addressing some of the environmental issues that climate change will cause since the district will suffer from them earlier than many other areas – coastal erosion, rising groundwater, increased flooding etc and the concomitant challenges for in-ground assets and the built environment.

If the health sector is seen as promising, why not include development of initiatives to combat the health (mental and physical) issues climate change will increasingly cause? Kāpiti could be a research hub for such development.

Surely a commitment to addressing the climate change emergency must mean leveraging existing sectors into a transitioning phase and, where that is not possible, encouraging the phasing out of some activities and replacing them with others more adapted to the carbon-free future needed if we are to have a healthy economy at all in 30 years' time. We must not prop up industries that do not belong in a decarbonised economy. Priority should be given to businesses and sectors that will require skills that are likely to be needed in the decades ahead in a net zero, low energy and more resilient economy.

It is disappointing to see no evidence of such creative and future-focused thinking in this “refreshed” EDS. A medium-term outcome of “Improved climate awareness” is simply not enough. The long-term outcome of “Reduction in emissions and increased climate resilience” is woefully under-ambitious. Those outcomes are necessary but nowhere near sufficient in the face of the real existential threat of the climate crisis.

Come on, KCDC. Step up!

Governance structure

Having carefully read the section in the strategy document regarding governance and accountability, I am unclear about some key issues. Much is made of the independence of the Board (presumably independent of Council?) but that only makes the accountability question murkier. The final version of this document should make clear the answers to the following questions.

- Who selects and appoints the board members (apart from the Council and iwi representatives)?

- What terms will the Board members serve and what will the mechanism be for renewal or replacement of members?
- Will the Council representative be an elected member or an officer?
- Who will approve the ToR to be negotiated with the Board?
- In terms of accountability, who are the half-yearly and annual reports made to?
- Is the proposed entity a council-controlled organisation? If not, what is its legal status?
- What is the relationship of the Board to the Kāpiti Economic Development Agency and the Chamber of Commerce?

These questions spring from my wanting to know how the community will ensure that the Board does not deviate from the agreed strategy. If, for example, the Board were to decide that the economic benefits of a particular sector were so significant that it should be encouraged despite the environmental or climate change effects being very damaging, who would have the power to prevent that from happening? Through what mechanisms?

Partnership with iwi and stakeholders in an entity which can operate at arms-length from the Council makes sense in terms of getting the business sector's buy-in. However, the accountability mechanisms must be made robust and very clear if you are asking the community to support this strategy.

Thank you for your attention.



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9 July 2020

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Feedback on Council's Draft Economic Development Strategy

Thank you for the opportunity to provide feedback on Council's Draft Economic Development Strategy, made available for public review on 26th June 2020.

This is the first opportunity the Kāpiti Accessibility Advisory Group (formerly the Disability Reference Advisory Group) has had to review this important and long-term community strategy which is advertised on your website as being:

– a roadmap for iwi, business, community and the Council to foster a vibrant, diverse local economy.

Economic development matters to all of us – it means improving our general wellbeing; more people living and working here; and much more opportunity and options for us locally.

We express support for the general kaupapa of the Strategy, particularly the strong focus on well-being and partnership with community stakeholders. We are also in support of the ngā mahi/actions focused approach for the whāinga/pillars of the draft Strategy. We support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti Coast District.

We strongly support the targeted focus on seeking out opportunities and supporting some of our community's most vulnerable people including the elderly and our youth.

Your Economic Development Strategy refresh webpage states:

The Council has been working closely with partners, iwi and stakeholders to ensure that the refreshed strategy reflects local views and economic insights, and that there is an implementation plan with deliverable actions and agreed accountability.

The strategy refresh has been based on consultation with local businesses and the community through the drafting group, a series of facilitated workshops, presentations and Council inputs.

We also note the Memorandum of Understanding between Council and our Group which states:

5. Expectations of the Council

5.1. *The Council will embed disability responsiveness into all Council policies, strategies and processes.*

5.2. *The Council will ensure KDRG is involved early in the planning and design of Council projects.*

5.3. The Council will provide the necessary support for the functioning of the KDRG, including attendance fees, meeting place costs, operational expenses and deaf translation services. The Council may also consider additional support for specific KDRG projects through the Annual Plan process that advance Council's policies for community wellbeing.

I speak on behalf of our local disability community when we say it is unacceptable for the Strategy to not identify and specifically include people with disabilities within it. There is enormous opportunity for people with disabilities to contribute to a vibrant and diverse local economy, and there is equally enormous opportunity to improve the general wellbeing of people with disabilities through a targeted focus on these people within the Strategy. This must be explored and included within the draft Strategy before it is finalised.

I look forward to receiving confirmation that our feedback has been received and we welcome the opportunity to work with you to address this unacceptable gap in the draft Strategy.

Yours truly,



Monique Leith

On behalf of Sue Emirali, Chair Kāpiti Disability Advisory Group

monique@leithconsulting.co.nz

Kāpiti Economic Development Strategy refresh: submission

Background

My name is Dawn Brook. I worked in local government at a senior level for six years in the mid-90s with responsibility for policy, asset management and purchasing of services.

Currently, I am an active member of the Kāpiti Climate Change Action Group and Low Carbon Kāpiti. I live in Waikanae.

I thank you for the opportunity to comment on the Draft Kāpiti Economic Development Strategy.

Key points

In May 2019, KCDC declared a climate change emergency. The motion noted that “our communities are facing increasingly significant and prohibitive costs to manage the impacts of climate change.” Earlier in the same council meeting a motion was passed that “climate crisis issues in general.... be considered as part of all future decision-making, reports and recommendations of the council.”

In the local newspaper, Mayor Gurunathan was quoted as saying “the declaration carries no statutory or legal weight, it was a symbolic move highlighting the looming crisis facing the councils throughout the country”.

When I look at the draft Economic Development Strategy, that word “symbolic” rings true. Despite a scattering of words referring to climate, it does not appear that any serious thought has been given to how an economic development plan can serve to address the looming world-wide crisis. I would have to conclude that the looming crisis that the Mayor refers to is simply that of the cost of infrastructure needs councils face. That is not the sum of the costs that the world’s population, including Kāpiti residents, face in the future.

There is a tendency among some to think that economic development and climate response are antitheses of each other. That is simply not the case.

In the same way that many organisations have urged central government to ensure that Covid-19 recovery is also a green recovery that supports climate change responses, I urge KCDC to ensure that our district's economy develops in such a way that climate issues are taken into consideration.

There is no sign that KCDC would ask the governance board to do this, nor that KCDC itself would monitor whether the plan, as it develops and is implemented does not have further deleterious effects on climate, but on the contrary contributes to positive responses to climate change.

I find it strange that the strategy puts forward some areas where clearly the council wants development. This includes visitor experiences, international education, creative arts. These are obvious areas for development but they exist already: they are just more of the same.

Likewise the strategy clearly views Covid-recovery as a jumping-off point for development.

Why would you not see climate crisis as a similar jumping off point and go hard-out to attract entrepreneurs who can help not just the Kāpiti coast, but New Zealand and further afield, to reduce emissions and adapt to climate change, while at the same time providing employment opportunities to residents and rates to council? If the council were seen nationally to have a strong desire and intention to address climate change by a few significant, and more than symbolic actions, then perhaps the region would attract such entrepreneurs.

In conclusion, this is what I want to see:

- that the Economic Strategy includes a sub-strategy for identifying, developing and attracting business and commerce that makes a positive contribution to addressing climate issues
- that the strategy develops a mechanism for constraining economic initiatives that damage the environment and add to the planet's climate crisis
- that the Terms of Reference for the governing body leaves them in no doubt that they have climate responsibilities
- that the Terms of Reference require the governing body to consult with climate specialists if the board itself does not have expertise
- that the KCDC includes in its monitoring of the board the boards' performance with regard to climate responsibilities.

**KCDC
DRAFT ECONOMIC DEVELOPMENT STRATEGY 2020**

**Submission on behalf of
Raumati Village Business Association**

Prepared by:
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On behalf of
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Submission

1. The Raumatī Village Business Association (RVBA) acknowledges KCDC's Draft Economic Development Strategy (the Strategy), and thanks KCDC for the opportunity to make a submission. We would like to make an oral submission to support and supplement this written submission.
2. RVBA accepts the broad framework of the Strategy. We understand that the Strategy has a long and fraught history, but we wish to focus on the future of the Strategy being one of success for the District. Whatever path has led to the implementation of this plan, we congratulate KCDC for having reached this point.
3. In order to assist with the development of the Strategy, we submit on the following points:

Existing Business

4. The Strategy has a strong focus on development of new business and new industry. That focus is important as how, where, and on what terms, new industries develop are key questions.
5. RVBA does, however, note that there is a distinct lack of explicit focus on existing business. Shovelling resources into new industry only to lose existing businesses as a result is not growth but rather false economy.
6. RVBA does not doubt that the drafters of the Strategy view existing business as a vital part of the economy and economic development, but we ask that the Strategy be amended to make the importance of existing business more explicit.

Channelling of Resources

7. The Strategy repeats the need for focus on tourism and the creative economy. That focus is important. However, the Strategy predicts that retail in the District will be one of the

largest hit industries, along with construction, in terms of GDP because of Covid.¹ The result will be an estimated loss of 250 jobs.²

8. Given the direct and foreseeable impact on the retail industry, we question why there is not more explicit focus on support for retail.
9. RVBA recommends that the Strategy develop more explicit support for retail as an industry to protect local families from the economic impact of Covid.

¹ See page 36 of the Strategy

² see page 17 of the Strategy

DR JOY ANDERTON

**SUBMISSION ON THE DRAFT KCDC ECONOMIC DEVELOPMENT STRATEGY FOR
THE KAPITI COAST
7 July 2020**

My name is Joy Anderton and I have lived for 16 years in rural Peka Peka and over 4 years in urban Otaki.

I am a retired Victoria University of Wellington senior lecturer in Applied Social Sciences, with a PhD in sustainability education.

I have been involved in organic gardening and lifestyle block management and in wetland restoration. My interest over the past 30 years has been in translating sustainability principles into sustainable activity, be it running a home orchard and vegetable garden, restoring degraded ecosystems or managing a lifestyle property.

Introduction

I like to start a submission with “In the beginning...”, because wondering about origins of ideas and actions comes naturally. So with an economic focus, what springs to mind is managing a household to ensure the health and well being of a family. That is not the usual focus of economy speak these days. Yet when the Covid-19 pandemic struck, most people would probably have preferred to have Ruth Pretty living next door than a Reserve Bank economist. Putting food on the table, staying warm and keeping in touch with loved ones were all top concerns in the sudden crisis we found ourselves in.

If the lockdown experience has taught us anything, it is that any economic strategy has to be anchored in the complex multifaceted task of ensuring the well-being of citizens as well as the sustainability and flourishing of the environment. I applaud the Council for using the 4 pou as the foundation for the strategy but I suggest there are opportunities for a stronger transformational approach based on this solid foundation.

The Kapiti Coast is rich in the **natural capital** that forms the basis of our economy. So the soil, the water in rivers, lakes and wetlands, the sea, the vegetation in forests and gardens and the animals in every niche of these places is what makes living well possible in our communities.

What is missing for me in the document before us is any real focus on strategies for monitoring, maintaining and enhancing this natural capital. I am unable in the short time available to me for this submission to address each of these areas in detail, but propose to make a few key observations.

1. Monitoring natural capital

Indisputably, all our natural resources are under threat because of the predominance of a linear model of extraction, consumption and waste that has consistently and exponentially exceeded the natural world’s ability to replenish itself. The most obvious result is climate change. The Council has fortuitously declared a climate emergency and is committed to ensuring that all its policies and strategies prioritise efforts to mitigate the effects on Kapiti Coast residents and environments.

One aspect of natural capital monitoring that is often neglected is that state of the whenua – the ground of our being, our well-being. The history of Kapiti Coast, in particular Otaki as the food basket of the Wellington region, is well known. Do we currently know how much arable, fertile land

has been lost to 'development'? Do we know what areas of land currently used for market gardens have unacceptably high pesticide residues? Does the Council know how much food the Kapiti Coast produces?

Similar questions should be raised about our water, in relation to gaining a reliable assessment of the natural capital water provides to the district.

2. Maintaining and enhancing natural capital

Once we have a clear and accurate picture of what we have in Nature's bank, the next challenge is to use deliberate strategies to maintain and enhance its value. Traditional methods of farming, gardening and water use have exploited the land for short-term gain. So cultivation, heavy stocking, high fertiliser use and herbicide use, have not only destroyed soil structure and wiped out much of the natural soil biota, but have as a side effect polluted the waterways and groundwater.

For decades, organic growers and farmers have courageously sought out ways to avoid this destruction of the land and water. They have experimented with a wide variety of techniques to remain profitable without depleting the natural capital they work with. Despite the mocking many have endured because of their unconventional methods, regenerative farmers and growers now enjoy the healthier lifestyle and higher profits that demonstrably flow from the thoroughly researched and scientifically-based principles they follow. These methods are not new. They have been practised by tangata whenua for generations. Natural capital is taonga: air, water and land have mauri. Instead of working against Nature in an endless battle with compacted soil, drought, pests and diseases and mounting chemical invoices, these farmers and gardeners work with Nature, seeking to imitate the dynamic processes she employs.

Natural processes provide a synergy and balance that contributes to the planet's well-being, with the bonus of mitigating many climate change impacts at the same time. For example, undisturbed soil holds more carbon that would be lost through ploughing. Undisturbed soils with high earthworm populations and organic matter hold more moisture and thus succumb less to the impacts of drought. Just so, those food producers who mimic Nature are able to achieve health and well-being for themselves, with the additional benefit of producing healthy, nutrient-rich food for families and communities.

3. Implications for economic development strategies

Adopting an economic strategy that includes natural capital in its formula for prosperity would expand the strategies already outlined in the document to include, for example, some of the following:

- provide incentives for transition from conventional farming and horticulture to regenerative agriculture, with the benefits of fewer pollution costs, lower emissions, healthier food options
- management by Council of public spaces to model regenerative principles, for example: wildflowers in place of mown verges; community food forests and gardens
- establishment of intergenerational learning exchanges with older people and rangatahi learning home gardening together for mutual benefit and enjoyment

- establishing Kapiti Coast as a specialist educational destination utilising schools, wananga and local organic market gardens to present a hands-on learning experience for local students as well as attracting students from outside the district
- utilising businesses successfully using regenerative principles to mentor new businesses. For example Purebread organic bakery, Common Property market garden, Commonsense Organics, Organic Farm NZ
- work collaboratively with community groups aimed at sustainable development, for example Transition Towns, Low Carbon Kapiti and Energise Otaki

Time Frame for Action

Hardly a day passes without strong messages from scientists about the urgency of taking action to reduce emissions and mitigate the worst impacts of climate change. The danger is that we become immune to the warnings because it all seems too hard and overwhelming. Yet with strong decisive leadership and bold planning, the team of 5 million has thus far averted a major health crisis. In the same way, with decisive leadership from KCDC an expanded economic strategy could become the planning tool that galvanises Kapiti Coasters to work together to not only mitigate the worst impacts of an economic crisis in its narrowest sense, but also the climate change crisis. The best outcome would be that innovative, creative options for business, for community and whanau can begin at once.

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Submission to KCDC on Economic Development Plan Refresh – 9 July 2020

Ngā mihi nui for the opportunity to provide my views on the Draft Economic Development Strategy for Kāpiti Coast. I have resided in Kāpiti for over 12 years, am an educator by profession, a parent to four step-children, and have been concerned about, and involved in environmental matters for a number of decades. In my submission, I will not address the content of the draft strategy, most of which I have no argument with; rather I will address what I see are substantial gaps in the proposed plan.

One area of concern I do have with the proposed strategy is the delegation of KCDC's governmental role and responsibility for economic development work to 'independent', non-elected board members. This proposed mechanism totally undermines local government democracy and the 2019 election results. We elected councillors to undertake this governance work, to developing local government policies and action that will benefit the Kāpiti Coast.

It is important that Council work in consultation and partnership with the community, particularly with iwi. However, decision-making, responsibility, governance and overview of actual work cannot be handed off to unelected members of a board. If this board structure came to pass, it would be grounds for substantial challenge.

Introduction – our opportunity to create a sustainable future

Aotearoa New Zealand, and by extension, Kāpiti Coast district, stand at the most important crossroads in living memory, in terms of the future we want for our district, region and country.

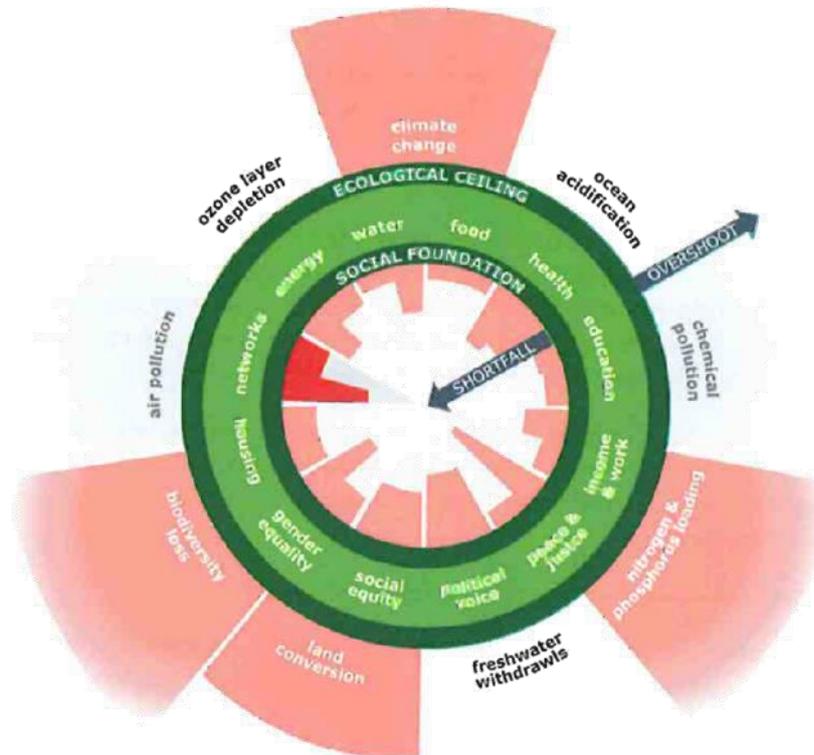
Will our future be a re-run of the past 30 years, with an economy based on unsustainable economic growth, carbon-intensive transport and food-production and methane-producing waste?

Or will it be a future based on regenerating the **natural capital** of our whēnua (land), kātao (water) and āngi (air) and living sustainably as kaitiaki (guardians, stewards) within the ecological limits of our environment? A highly-regarded economics model worthy of adoption by KCDC is Kate Raworth's *Doughnut Economics*¹ whereby the challenge facing humanity is articulated as:

"to meet the needs of all within the means of the planet. In other words, to ensure that no one falls short on life's essentials (from food and housing to healthcare and political voice), while ensuring that collectively we do not overshoot our pressure on Earth's life-supporting systems, on which we fundamentally depend – such as a stable climate, fertile soils, and a protective ozone layer."

Submission to KCDC on Economic Development Plan Refresh – 9 July 2020

The Doughnut of social and planetary boundaries (2017)



- 1) Population stating that they are without someone to count on for help in times of trouble: 24% (2015)
- 2) Population without access to the Internet: 57% (2015)

Historically a foodbasket for both tangata whēnua and early settlers of both Kāpiti and Te Whanganui-a-Tara, Kāpiti Coast has substantial natural capital, in the form of ancient peat bogs, rivers and streams, oceans, some nutrient-rich lands and natural bushlands. In many cases, these precious resources have become degraded through neglect, poor management, over-grazing, chemical poisoning and housing development.

There exists an opportunity for Kāpiti to become a beacon of restoration of natural capital, through the application of regenerative principles to our waterways, agricultural and horticultural lands and the sequestration or drawdown of atmospheric CO2 into peat bogs, food-producing land, bushland and ocean kelp beds. What I am proposing will allow the district to become a leader in ecological restoration, address key threats to our food security, generate quality employment outcomes and save money and fossil fuels currently spent on agricultural tillage, spraying and parks maintenance.

Food Security – a cornerstone of economic development

Food security is a cornerstone of economic development in any community. The COVID-19 lockdown highlighted the vulnerability of our centralised food production and delivery systems, and the lack of local food supplies. Internationally, the Food and Agriculture Organisation report *The State of Food*

Submission to KCDC on Economic Development Plan Refresh – 9 July 2020

Security and Nutrition in the World 2019ⁱⁱ, speaks of the “nexus between economic growth, poverty and food security and nutrition” and the role of inequality. While Aotearoa New Zealand is not considered a population vulnerable to extreme malnutrition, a number of our communities suffer from low or poor nutrition. “Most of the hungry and undernourished populations today live in middle-income countries.” With the increasing impacts of climate change on global food production, and economic shocks brought about by events such as pandemics, increasing the resilience of local food production and supplies is critical to a thriving future.

Numerous horticulturalists, farmers and home and community gardeners in Kāpiti practice organic and regenerative food-production methods. There remain ample opportunities to protect and expand public and private lands under regenerative management – the remaining farmland at Queen Elizabeth Park is one such example. People are increasingly interested in chemical-free, nutrient-dense, healthy food that is sustainably and locally produced. Kāpiti could once again become a substantial food-basket both locally and for Te Whanganui-a-Tara. Such an outcome would provide considerable local business and employment opportunities, reduce the costs and environmental impacts of transporting food from other regions and increase the food-resilience of Kāpiti district.

Unfortunately, housing and roading developments have often been permitted on former quality farm and horticultural land, particularly in Ōtaki and Paekākāriki. Such developments have removed access to that natural capital, and increased run-off from paved surfaces into stormwater systems, rather than permitting precious rainfall to soak into the land and recharge aquifers. Council’s plans need to consider the wider environmental and human impacts of turning food-producing land into large-scale housing and roading developments, and preference higher-density and compact housing on land unsuitable for food-production.

Further economic and environmental opportunities

Investment in wetland restoration and native tree-planting initiatives will increase the district’s capacity to sequester CO₂ out of the atmosphere into carbon-sink bogs and native trees, that have been shown to sequester carbon for far longer than pine plantations. These initiatives will provide local employment opportunities, reduce the cost and usage of chemical sprays, improve the quality of stream, river and seabed waters and enhance the natural environment for both ecological and recreational purposes. This in turn will attract more people to visit and spend money in the district.

Kelp or seaweed farming presents as another potential industry for Kāpiti. Considerable research and development is going into developing a seaweed farming industryⁱⁱⁱ, as Aotearoa New Zealand can produce seaweed products with relatively low levels of contaminants. It has been recognised that kelp, being one of the fastest growing plants on the planet, has the potential to sequester or drawdown large amounts of CO₂ from the atmosphere, is a highly nutritious food for humans and ruminants, and provides a beneficial ocean environment conducive to the restoration of fish populations. Again, there are new employment opportunities within this burgeoning industry, that provides so many other environmental and food-security benefits.

Submission to KCDC on Economic Development Plan Refresh – 9 July 2020

Conclusion

I strongly encourage Council to think outside the box and develop an Economic Development plan that actively includes restoration of our **natural capital**, through proven, scientific methods, that deliver ecological, economic and social benefits to all who reside in Kāpiti. This is the kind of sustainable future we all want for ourselves, our children and grandchildren, and I beseech you to grasp that future within your overall planning.

I would be pleased to speak in support of my submission at an appropriate juncture.

Rachel Barwell
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ⁱ <https://www.kateraworth.com/doughnut/>

ⁱⁱ <http://www.fao.org/state-of-food-security-nutrition/en/>

ⁱⁱⁱ https://www.seafoodnewzealand.org.nz/publications/seafood-nz-magazine/article/?tx_ttnews%5Btt_news%5D=267&cHash=048b7e07ae025854333d36408d118d39

Submission on

KCDC's DRAFT KĀPITI COAST ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION PLAN 2020-2023

No to an 'independent' economic development board

I am absolutely appalled at the proposal to privatise KCDC's government role and responsibility for economic development work to an 'independent' i.e. non-elected board. This is described way down on p.30 of the Plan, where many people may miss it.

This would totally undermine local government democracy and the 2019 election results. We elected councillors to do this governance work, to developing local government policies and action that will benefit the Kāpiti coast. Working in consultation and partnership, particularly with iwi, is a good thing, of course, which I thoroughly support. But the decision-making, responsibility, governance and overview of actual work cannot be handed off to unelected god-knows-who. That would surely be grounds for a judicial review.

Clarity and format

The document begins with an executive summary that includes Table 1, which I found pretty meaningless in this shortened form. The pillars are well and good, but what was in these columns seemed vague and fluffy. It was only the more detailed Table 6 that it becomes clear what KCDC is talking about, and what I need to know about. I suggest the summary replace the table with a short para about the pillars, and flag the later comprehensive table.

As it stands, this document is an economic development strategy and definitely not a wide-ranging 'wellbeing economics' strategy. In the interests of honesty, KCDC should delete most uses of the buzz word 'wellbeing' in this document. Please note: Kaitiakitanga means guardianship, not 'open for growth' – which often entails the opposite of guardianship. Manaakitangi means looking after visitors, not industries.

As an economic strategy, this document is very incomplete. It doesn't address the externalised costs of economic development. KCDC is looking to improve GDP, employment etc. without looking at the costs which KCDC, ratepayers and future generations will have to bear. The more business, the more residents, the more visitors, the greater the strain on the water and sewerage. The more emissions to be offset somehow. The more rubbish KCDC will have to deal with – and quite frankly it already is not dealing with it. These are part and parcel of economic development. I would like the final document to deal with these issues in a considered and balanced way.

An economic development doughnut for the Kāpiti Coast

A more effective way of conveying the content of Table 6 to Kāpiti residents and ratepayers might be to develop a local version of the now-famous Doughnut Economics. This is a brilliant communications tool that KCDC could make use of.

An economic development doughnut for the Kāpiti Coast would have the double circle for Kāpiti's social foundation and ecological ceiling, against which can be mapped the particular social and environmental issues that Kāpiti faces. These are the 'shortfalls' in providing a 'safe and just space for humanity' and 'overspills' beyond the limits of a regenerative and distributive economic that

1

Raworth describes. Local social issues like housing and local unemployment that fall into the would be mapped in the inner 'social hole' segments of Raworth's general diagram. Issues like water supply, coastal and wetland degradation and waste that fall outside our environmental ideals would be mapped against the outer ecological segments. KCDC's role could be represented by a circle line within the doughnut, together with another representing an overall iwi partnership. The various community groups and agencies that KCDC works with could be marked within the inner or outer edge of the doughnut in the appropriate sector.

I think KCDC councillors and analysts should seriously explore the doughnut economics concept as a comms and planning tool.

Economic development needs fresh ideas, not just more businesses

An economic development strategy for the 2020s needs, in my view, to be more imaginative. At present, the economic strategy in Table 2 seems mainly focused in attracting businesses to Kāpiti. Tourism gets a paragraph on p.17 and some data on pp.29-40. What does KCDC spend on promoting tourism or its creative industries?

KCDC could do so much more about attracting more people to Kāpiti as tourists and day trippers, as customers for the businesses, the beach cafes, the music events, the markets, the big events. And KCDC promote coming to these by public transport, reducing traffic and emissions, as part of its climate policy action.

Whakapapa/Positioning the Kāpiti Coast... ...as the perfect Day Trip Destination

On a brighter note, I think KCDC has a great opportunity in focusing on the Kāpiti coast as a day-trip destination. This is its history and a large part of its future potential. Kāpiti is a string of beach suburbs with long sands, swimming, surfing and cafes, an escarpment with fabulous views, and could soon have the largest wetland in the lower North Island.

KCDC needs to get strongly behind the recent decision of WRC to restore the wetlands in Queen Elizabeth Park. KCDC is supporting the Wainuiwhenua project, which is likely to end up under KCDC leadership. This will include wetlands that link with Queen Elizabeth Park, the escarpment above Paekakariki, and tree planting on the hills. KCDC should put in funding or find funding for wetland boardwalks and escarpment tracks above Paekakariki. Tree-planting groups are becoming deeply fashionable, and it's a great family activity. Kāpiti already has several regular groups, as well as WRC-organised days. KCDC can partner with these groups to promote Kāpiti tree- and wetland planting as a destination activity for family day trips.

KCDC's leadership activity should include getting Metlink/KiwiRail to build a station on its station-designated land at the end of Poplar Rd, so that people can catch a train to and from each end of Queen Elizabeth Park. It could be a 'weekend only' stop, or an 'on request' stop. There could be a 'major events only' stop at Southward Car Museum, weekends only. Wellington organises good public transport including trains to its events, creating such a buzz for people going this way. Why can't KCDC organise the same thing in the other direction? It would build Kāpiti as an easy destination in the minds of Wellingtonians.

Linda Hill

5 Tennis Court Rd, Raumati South. ph 904 3015



999

8 July 2020

Darryn Grant
Economic Development Manager
Kapiti Coast District Council
Private Bag
PARAPARAUMU

Darryn,

**RESPONSE TO DRAFT KAPITI COAST ECONOMIC DEVELOPMENT STRATEGY AND
IMPLEMENTATION PLAN 2020-2023**

Please accept this letter as a submission on behalf of Landlink Ltd to the Draft Strategy and Plan.

We address the Strategy with comments as follows:

1. Overarching comments

The ability of this Strategy to be effective relies upon a robust reporting process which measures the success of the strategy. It is not clear from the Strategy how success measures would be created or administered.

There is no apparent tie to the Long Term Plan (LTP) long term goals (despite what the Mayors opening comments say), and the LTP financial strategy (minimizing spending) could be regarded as being contradictory to the ED strategy which is focused on growth.

The Strategy should also investigate the existing and proposed competitive advantages to enable a focused, effective and relevant strategy. In our view, the Strategy needs to identify the opportunities that Kapiti is uniquely qualified to take advantage of (ahead of, for example, opportunities in the Horowhenua and Porirua) and focus attention in those areas first.

For example, we imagine that all Councils in New Zealand will see that International Education is a possible growth strategy option, and while this may be true, we are not unique to any other region who will also fight to secure the same opportunities, when the time comes.

Similarly, most areas will also see that an ageing population is an unavoidable phenomenon, but Kapiti's unique existing high level of aged population creates a knowledge base from which to build (aged care, construction, health etc).

The NPS-UD, NPS-HPL, and the upcoming Future Development Strategy for the Wellington Major Urban Centre need to be considered and aligned with this strategy.



Landlink supports the UN's Sustainable Development Goals (SDG's), and encourages the ED Strategy to consider how these goals align with the Pillars, aims, actions and outcomes.

2. Connection to Long Term Plan

The Mayors Foreword says that the strategy 'aligns with that of our Long Term Plan'. We can see no direct evidence that this is the case.

It could be argued that Pillar 1 aligns with Goal 4, Pillar 3 aligns with Goal 6, Pillar 4 aligns with Goal 2, but only in a loose manner. Will the LTP be reimagined to align with the EDS?

3. Language and Measuring Success

The Language throughout the Strategy is that of 'supporting', 'advocating', 'attracting' etc which is not strong and does not lend itself to resulting in measurable deliverables and with accountability .

A key change in language, and therefore in action, is to alter 'supporting', 'advocating', 'attracting' to 'incentivising'. Incentives, of course, rely on concrete monetary, levy or processing advantages which differentiate opportunities from one another. The Council cannot simply rely on the goodwill of developers and businesses to 'support growth' and 'protect our environment' (Table 2: Key Actions), or to create quality growth and create jobs, they will have to incentivise their actions.

We see that analysing and reporting on development activity, key sector growth new company arrivals, job creation and competitive positioning and critical to measuring success.

Consistent reviews should enable a more nimble future proofing to assist businesses with identifying new markets, pivoting their business model, and developing and implementing a deep digital transformation plan (see 7 below)..

4. Focus on Partnerships and well-being

We support the focus on partnerships and well-being as they are consistent with the some of the UN's SDG's.

5. Aims

Pillar two seeks to facilitate quality growth, and partnerships around defining what quality growth looks like are encouraged.

6. Actions

We encourage the Strategy to define more concrete actions which enable their success to be measured.

7. Implementation and Delivery

Table 2, item 3 appears to encourage the District Plan updates to support growth, but this is a medium to long term approach. We suggest that the NPS-UD, Wellington Future Development Strategy and Kapiti's Development Management Strategy need to come first to establish a platform for growth, and enable District Plan updates to follow.

We have concerns that growth expectations are not being met (not enough land is being released or developed for housing, but there are no measures to demonstrate this) and that there will be continued pressure on property prices, especially in 2021



when borders may be loosened following Covid-19, and growth would be expected to continue at pace.

A key growth enabler will be a world class digital transformation plan. This plan should ensure that digital infrastructure enables working from home and the relocation of critical businesses from Wellington to Kapiti, as well as, critically, doing things differently in an increasingly connected world — using new mindsets, skillsets, technologies and data to benefit people, government and the economy (see digital.govt.nz).

The Horowhenua Council had a 'Development Enabler' role within their staff which created an excellent portal for communication. We have been advocating for several years that this role should be part of KCDC's repertoire, without success. Table 2 - Open for Opportunity Action item number 1 must include a suitable Council 'Development Enabler' role to facilitate the '*coordinated approach to the facilitation of key opportunities*', which is a defined action on the ED Strategy.

8. Independent Governance

We support an independent approach to kaitiaki/governance of Economic Development in the Kāpiti District. We question, however, what 'teeth' the governance has when it comes to accountability.

9. Survey questions

The online questions limit the ability of submitters to provide constructive comments and are quite 'closed' in their focus. This means that the questions appear to limit the opportunity for constructive feedback.

If you have any queries about this submission please do not hesitate to contact the office.

Yours sincerely
LANDLINK LTD

Paul Turner
Director



Submission to Kapiti Coast District Council Economic Development Strategy and Implementation Plan 2020-2023

Submission by SouthWest Organics, a regional chapter of OrganicFarm NZ (OFNZ) certification agency, supported by Soil & Health NZ.

We thank the Council for this opportunity to provide our views on the Economic Development Strategy and Implementation Plan 2020-2023.

SouthWest Organics supports the strategy in principle. However we have concerns about some gaps in the strategy, in particular around the economic contribution of horticulture and organic production as well as the importance of a healthy environment to the prosperity of the Kapiti region.

Importance of the Rural Sector to Economic Development

The economic development plan for Kapiti Coast District needs to recognise and support the role played by the rural sector. The rural sector is important for the following reasons;

- 1) It creates the landscapes and environment that people live and work amongst.
- 2) Land is a treasure and the way we take care of it affects the wellbeing and prosperity of current and future generations.
- 3) Agriculture, Forestry and Fishing are the fastest growing contributors to GDP in the KCDC district, with over 10% annual growth from 2018 to 2019. Most of that growth came from fruit and horticultural production¹.
- 4) There is increasing pressure to expand urban development onto high quality soils, reducing the potential for food production and horticultural economic development.
- 5) Food production close to the population who need the food is critical to building food security and resiliency. During the Covid-19 pandemic, fruit and vegetable box distributors sourcing Kapiti produce to supply the Wellington region grew dramatically, and many consumers have chosen to continue with deliveries, bypassing the traditional food distribution mechanisms and improving returns to producers.
- 6) Kapiti is becoming known for its fresh food producers and associated industries including olive oil, preserves, beverages and cosmetics. Food markets have made Kapiti a destination for visitors on weekends.

¹ <https://ecoprofile.infometrics.co.nz/kapiti%2bcoast%2bdistrict/Gdp/GrowthIndustries>

Opportunities for Economic Development

Horticulture

The opportunity exists for significantly increased economic growth in the KCDC region from horticulture. In 2019 the total Aotearoa NZ horticultural contribution to GDP was \$6.39 billion, with \$4.2 billion of this being export revenue. The KCDC region grew horticultural revenue 26% from \$6 million to \$8 million between 2018 and 2019. This was a faster rate of growth than the Horowhenua, where more traditional agricultural activities had higher growth rates. Horticulture provides higher returns and more employment per hectare of land than agriculture.

Climate Change

Climate change will drive horticultural opportunities for Kapiti. To give one example, organic kiwifruit growers (generating over \$60m in Aotearoa NZ exports annually) are facing the probability that chilling hours in the Bay of Plenty are no longer enough to generate reliable crops. Organic growers cannot spray chemicals to induce flowering when the winter has been too warm. These organic growers are already seeking land in places with more chilling hours. Kiwifruit growers are heavily dependent on infrastructure such as coolstores and packhouses, and a co-ordinated level of assistance and support is needed to help growers make the decision to move their production.

Organic Sector

The organic sector is made up of growers and producers as well as manufacturers and retailers. The Aotearoa NZ organic sector is growing at 10% per annum, and is now worth \$600 million. Globally, organics are also growing at 10% per annum, and organic exports were \$355 million— more than 50% of the total industry value.

Research shows that eight out of 10 Kiwi consumers are buying organic fresh, frozen or packaged food and beauty products at least fortnightly, citing care for the health and wellbeing of themselves and their families as the key motivation. Just under half (48%) say they purchase organic products because they are concerned for the environment and sustainability².

An opportunity exists for Kapiti to differentiate itself as a region that strongly supports organic production as a way of ensuring that both the farming and manufacturing environments are healthy and safe for the people living in Kapiti.

Associated Manufacturing and Services

Growth in horticulture and organics is associated with growth of supporting services and industries, including infrastructure, distribution services, processing, retail and technical support.

² <https://www.exportnz.org.nz/news-and-information/news/2018/2018-organic-aotearoa-new-zealand-market-report#:~:text=The%20New%20zealand%20organic%20sector,for%20them%20and%20their%20families.>

What is Needed?

Vision

A vision that celebrates a healthy environment and sustainable use of the land could differentiate Kapiti and increase the number of visitors who value healthy activities as well as promote the wellbeing of existing and future Kapiti residents.

Organic regenerative agriculture has four primary principles:

Principle of Hauora/HEALTH – Organic Agriculture should sustain and enhance the health of soil, plant, animal, human and planet as one and indivisible.

Principle of Hauropi/ECOLOGY – Organic Agriculture should be based on living ecological systems and cycles, work with them, emulate them and help sustain them.

Principle of Matatika/FAIRNESS – Organic Agriculture should build on relationships that ensure fairness with regard to the common environment and life opportunities.

Principle of Ngātahi CARE – Organic Agriculture should be managed in a precautionary and responsible manner to protect the health and well-being of current and future generations and the environment.

Representation

Decisions on land use and zoning, water availability, infrastructure, biosecurity and skills training all have impacts on the viability and growth of the agriculture and horticulture sector. Degradation of the environment has a negative impact on wellbeing and attractiveness to visitors. Representation is needed on the economic development boards by people from the horticultural and organic sectors to balance the needs of the community.

Zoning

Protection of highly productive land for horticulture is required to ensure that urban development does not threaten food security or economic growth.

Support and Funding

Events like the *Organic Food Farm and Forest Tour* (delayed this year until September) could be funded and supported to reinforce Kapiti as a destination for visitors who care about healthy food and a healthy environment, and want to share sustainable methods of food production and vegetative regeneration with their families.

Planning and Liaison

Opportunities to collaborate with iwi, other councils and industries require a focus on the relevant organic and horticultural opportunities, including skills development, funding and infrastructure to support initiatives.

Feedback on the Kapiti Coast Economic Development Strategy and Implementation Plan 2020-2023

Jill Griggs

10 July 2020

The main thing that I think is missing from the strategy is an aspiration of what we want the Kapiti District to be. There are some laudible drivers such as reducing the number of NEETs but insufficient direction of how we are going to achieve that. The initiatives described are fantastic for preparing our youth to work but this is of little value if the strategy does not also create opportunities for them.

For me, a strategy needs to describe:

1. where we are now – which I think this report does well
2. the key things we are trying to achieve – and I think a lot of useful aspirations have been identified. It would be good to have better defined criteria for success – not just generic indicators (such as wellbeing).
3. how these criteria will be achieved and what the district will look like if we succeed – and I think the plan is very light on this.

A meaningful strategy needs to have a longer window of aspiration than 3 years. Without a story of where we want to be in 10 or even 30 years time, it is difficult to know whether we are going in the right direction.

The longer term picture needs to describe what Kapiti District wants to be in that longer time scale. To do this, it needs to examine the options available, define the criteria to select an option, measure the options against those criteria, recommend the option(s) to be pursued, describe how it (they) can be pursued and what success will look like.

For instance, options are:

- Become a creative hub, characterised by its quirky, laid back ambience and a fertile ground for creativity and innovation to flourish.
- Be a lively holiday destination – with more hotels and activities and attractions for visitors.
- Develop into a cluster of academic excellence with the long term aspiration for a University or other significant tertiary establishment.
- Focus on becoming a leafy, beachy suburb of Wellington with easy access and laid back lifestyle for commuters.
- Target self employed entrepreneurs with lifestyle blocks, excellent transport links and internet connectivity.

These are just examples and the list is by no means exhaustive. Some of the options are compatible and some are not. I think that an effective strategy needs to identify these options and analyse them to identify:

1. How much they fulfill our goals
 - eg lower NEETS, opportunity for experienced retirees)
2. How they could be made to happen – such as
 - identifying the target market eg creative leaders, self employed entrepreneurs, local holiday makers
 - determining what would make them choose a location and how we could fulfil those needs
 - the likelihood of them choosing Kapiti (including comparison with other locations to determine how we can favourably position Kapiti)
 - how we could market to them – is generic marketing sufficient or do we need to be proactive (such as convincing Harvard that there is no better place for its new blue sky thinking team than Kapiti Coast)
 - investment costs
 - risks
 - Which options are compatible with which others.

Once this analysis has been done, then the most favourable options can be identified and the optimum target mix identified.

In my view, THIS is the Kapiti Story – narrative of who we are, what we aspire to become and why. It includes what we have to offer and why the people / businesses / organisations we want to attract will benefit from being part of that vision. The 3 year plan is then the steps we need to take in that timeframe to achieve this. I think that the 3 year plan needs to be put into the context of how it contributes to achieving the 30 year vision.

The report has a lot of useful information about the current metrics and a fair amount of forecast metrics. There is no description of the assumptions the forecasts are based on and, if they are from an organisation such as Infometrics, it is reasonable to assume that they are based on Kapiti continuing to develop in its current manner. I would expect a strategy to include the affect on the forecasts of the different options the strategy considers and be used to support the argument for why one or more options have been recommended. If the steps we are taking is not affecting the forecast metrics, why are we doing it at all?

When an option has been recommended, it would be useful to provide some target metrics. For instance, the strategy commends growth but does not put this into context. If we recommend the option of tourist growth, what sort of tourists are we trying to attract, why would they come to Kapiti and, importantly, what sort of growth are we trying to achieve. Do we want a row of high rise hotels on Paraparamau and Paekakariki beaches supported by busy nightclubs? This could create huge economic growth but is this what we want. Some sizing and segmentation of our targetted options would be

useful. This may also affect the ability of options to coexist or better still to be synergistic.

The report would benefit from more segmentation of the economic sectors eg profession, science and technology covers a very wide range of activities. Are we trying to attract ground breaking scientific discovery or build a utility centre of lawyers and accountants.

I also have a couple of more detailed comments on specifics:

1. It is important to separate the construction industry to differentiate between big one off projects such as new highways from the local ongoing work eg laying driveways, repairing roofs etc. Commercial property development could also form a useful third subcategory. They all have different impacts on our economic profile.
- 2 There is a recommendation in the report to develop opportunities for experienced retirees or semi retirees to be able to provide services such as mentoring. It would be good to see a KCDC policy to role model this.

Hi Darryn

Thanks for your efforts this evening.

We covered a lot of ground.

I have read the draft economic strategy.

And have thought about how to action and give sustained cohesion to the plan in support of ideas.

As follows:

To achieve any of these goals requires funding for the plan -

Big players like the supermarkets have a huge role to play as they are at the heart of domestic economic expenditure and have large cash flows.

Transport coordination (outside of local bus routes) -

late night bus shuttles on set routes. (hospitality), bars etc

Senior citizens in the area also have a role to play in understanding the youths needs and aspirations

An education system involving apprenticeships and a specifically targeted Kapiti needs program.

A self build housing project (free up crown and Iwi Land) Affordable housing would leave home owners with disposable income for other sectors of the economy.

Combine the grey power knowledge with training needs. voluntary training programs. (Some paid assessors will be needed for this).

Kapiti Branding - for marketing purposes in the central city.

Kapiti + Hutt + Wairapa + Wellington combined packages - 5 day stays
drops more freedom parks + toilets etc;

7/8/2020

Mail - Community Board Member Kathy Spiers - Outlook

Re: Economic Development Strategy - Feedback and comments

Community Board Member Kathy Spiers <Kathy.Spiers@kapiticoast.govt.nz>

Tue 7/7/2020 8:59 AM

To: Community Board Member Guy Burns <Guy.Burns@kapiticoast.govt.nz>; Community Board Member Grace Lindsay <Grace.Lindsay@kapiticoast.govt.nz>; Community Board Member Jonny Best <Jonny.Best@kapiticoast.govt.nz>; Councillor Bernie Randall <Bernie.Randall@kapiticoast.govt.nz>; Councillor Martin Halliday <Martin.Halliday@kapiticoast.govt.nz>
Cc: Mark de Haast <Mark.deHaast@kapiticoast.govt.nz>; Jayne Nock <jayne.nock@kapiticoast.govt.nz>

Hi Guy

Thank you and yes will do

Kind regards
Kathy

Kathy Spiers
Chair, Paraparaumu/Raumati Community Board
Chair, Kapiti Health Advisory Group 2019
Kapiti Coast District Council
Phone: 027 363 5416

From: Community Board Member Guy Burns**Sent:** Monday, 6 July 2020 10:09:11 PM**To:** Community Board Member Kathy Spiers; Community Board Member Grace Lindsay; Community Board Member Jonny Best; Councillor Bernie Randall; Councillor Martin Halliday**Cc:** Mark de Haast; Jayne Nock**Subject:** Re: Economic Development Strategy - Feedback and comments

Hi Kathy

Can you pass on from me:

The best way for Council to promote Economic Development is to reduce regulation and compliance costs. Simplify compliance/regulatory procedure is also a must. Council backed economic stimulus initiatives rarely work. Rather, reduced bureaucracy helps business.

Thanks;
Guy

From: Community Board Member Kathy Spiers**Sent:** Monday, 6 July 2020 9:59:56 AM**To:** Community Board Member Guy Burns; Community Board Member Grace Lindsay; Community Board Member Jonny Best; Councillor Bernie Randall; Councillor Martin Halliday**Cc:** Mark de Haast; Jayne Nock**Subject:** RE: Economic Development Strategy - Feedback and comments

Kia ora

I have been asked as Board Chair to meet up with Staff to discuss feedback and comments on the Economic Development Strategy.

If you have any feedback or comments for me to take to the Economic Development Team can you please let me know

<https://outlook.office.com/mail/deeplink?version=2020062804.06&popoutv2=1>

1/2

Neil Mackay

Summary CV

Introduction

A strategic leader that empowers organisations to recognise opportunities to shape a better future. I am a clear solutions oriented thinker and have developed a good set of skills to simplify complexity and to improve understanding and inclusivity with new directions. I build sustainable relationships based on integrity and transparency

Management

Neil has held CEO and senior leadership roles in New Zealand, UK, Hong Kong and Australia, in a wide variety of industries including: power construction and heavy engineering (Senior accountant for subsidiaries of Balfour Beatty UK infrastructure company), manufacturing, sales & distribution (Financial Controller for Chemicals and Paints divisions of ICI NZ), financial services (Financial Controller of National Mutual (Axa), transport (CE of Budget Rent a Car NZ) and the public service (GM of Business Services for DIA and Director of Heritage Group DIA). He was the inaugural Chief Executive of Industry New Zealand (INZ), a crown entity responsible for industry and regional development. Under his leadership INZ was acknowledged by the OECD as having “economic programmes and strategies that were at the forefront of best practice internationally”.

Governance

Neil has extensive governance experience in a broad range of sectors and organisations, covering transport (MD of Thrifty Car Rental NZ), regional economic development (Trustee of Venture Taranaki, energy (Director and Chair of Electra), services (Director Electra Services), manufacturing (Executive Director AME), finance (Director of Oxford Finance), non-profit (Chair of Kapiti Aquatic Trust) and new technology companies (Executive Director Green Chip). He is currently an Executive Director of a water security technology business (quality monitoring, risk management and water & waste water treatment). He is also working with KCDC and business organisations identifying projects and initiatives to support the recovery process post Covid-19 and economic development. Neil was elected to the role of a trustee for Electra Trust effective from August 1st 2020.

9 CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES

Author: Grayson Rowse, Democracy Services Advisor

Authoriser: Leyanne Belcher, Democracy Services Manager

RECOMMENDATIONS

That the minutes of the Council meeting on 25 June 2020 be accepted as a true and accurate record of the meeting.

APPENDICES

1. Minutes of Council 25 June 2020 [↓](#) 

**MINUTES OF KAPITI COAST DISTRICT COUNCIL
COUNCIL MEETING**

**HELD AT THE COUNCIL CHAMBER, GROUND FLOOR, 175 RIMU ROAD, PARAPARAUMU
ON THURSDAY, 25 JUNE 2020 AT 9.30AM**

PRESENT: Mayor K Gurunathan, Cr Angela Buswell, Cr James Cootes, Cr Jackie Elliott, Cr Gwynn Compton, Cr Jocelyn Prvanov, Cr Martin Halliday, Cr Sophie Handford, Cr Robert McCann, Cr Bernie Randall

IN ATTENDANCE: Wayne Maxwell (Mr), Sean Mallon (Mr), Janice McDougall (Mrs), Mark de Haast (Mr), Kathy Spiers (Ms), Holly Ewens (Ms), James Westbury (Mr), Chris Papps (Ms) Chris Pearce (Mr) Pei Shan Gan (Ms), Darryn Grant (Mr), Leanna Hill (Ms), Leyanne Belcher (Ms), Tanicka Mason (Ms)

APOLOGIES: Deputy Mayor Janet Holborow

LEAVE OF ABSENCE: Nil

1 WELCOME

The meeting commenced at 9.40am. Mayor Gurunathan welcomed everyone to the meeting.

2 COUNCIL BLESSING

Cr Elliott performed a waiata.

3 APOLOGIES

APOLOGY

RESOLUTION 2020/33

Moved: Cr Gwynn Compton
Seconder: Mayor K Gurunathan

That the apology received from Cr Holborow be accepted.

CARRIED

4 DECLARATIONS OF INTEREST RELATING TO ITEMS ON THE AGENDA

There were no declarations of interest.

5 PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA

There were none.

6 MEMBERS' BUSINESS

- (a) There were no Public Speaking Time Responses.
- (b) Leave of Absence

LEAVE OF ABSENCE**RESOLUTION 2020/34**

Moved: Cr Sophie Handford

Seconder: Cr Angela Buswell

That a request from Cr Prvanov for a leave of absence from 28 June to 5 July to and a request from Mayor Gurunathan for a leave of absence from 22 to 29 July be accepted and the leave of absence be granted

CARRIED

- (c) Matters of an Urgent Nature (advise to be provided to the Chair prior to the commencement of the meeting)

There were no matters of an urgent nature.

7 MAYOR'S REPORT

The Mayors' report had been circulated earlier.

The Mayor acknowledged the annual report presentation to Council from the Youth Council which had taken place during the Public Forum prior to the Council meeting. The Youth Council, it was observed, were doing a fantastic job. The Youth Council had presented to Members during the Public Forum in order to be able to attend College on time.

Agenda Item 8.2 Adoption of 2020/21 Annual Plan would be brought forward prior to Agenda item 8.1 Setting of Rates, Due Dates and Penalties Regime.

MOTION**RESOLUTION 2020/35**

Moved: Cr Sophie Handford

Seconder: Cr Jackie Elliott

That the Mayors report is accepted.

CARRIED

Appendices

- 1 Mayor's Report

8 REPORTS**8.2 ADOPTION OF 2020/21 ANNUAL PLAN**

Mark de Haast and Chris Pearce introduced the report. Members questions were answered. Staff and Councillors were thanked for the work that had led to the presentation of the Annual Plan for consideration by members.

RESOLUTION 2020/36

Moved: Cr James Cootes

Seconder: Cr Jackie Elliott

That the Council:

Notes the feedback received on the draft 2020/21 Annual Plan outlined at paragraphs 19 to 22 of this report.

Notes the proposed approach to carry feedback requests that have financial implications into the next Long Term Plan process, where applicable.

Notes that the fees and charges schedule for 2020/21 was approved by the Council on 28 May 2020.

Adopts the 2020/21 Annual Plan attached as Appendix 1 to this Report.

Delegates to both the Mayor and the Chief Executive, the authority to make minor editorial changes as required, to the 2020/21 Annual Plan attached as Appendix 1 to this report, prior to its publication.

Notes that the final 2020/21 Annual Plan will be published within one month after adoption. It will be available on the Council website and in service centres and libraries.

Notes that the decision to set the rates for 2020/21 is part of a separate report on the agenda of this Council meeting.

CARRIED

8.1 SETTING OF RATES, DUE DATES AND PENALTIES REGIME

Mark de Haast introduced the report. Members' questions were answered.

RESOLUTION 2020/37

Moved: Mayor K Gurnathan

Seconder: Cr Angela Buswell

That Council set the following rates under Section 23 of the Local Government (Rating) Act 2002, on rating units in the Kāpiti Coast District (District) for the financial year commencing on 1 July 2020 and ending 30 June 2021.

Districtwide General Rate

A Districtwide general rate set under section 13(2)(b) of the Local Government (Rating) Act 2002 on all rateable rating units, assessed on a differential basis on all rateable rating units in the District as follows:

a rate of 0.43834 cents in the dollar (inclusive of GST) of land value on every rating unit in the urban rating areas of the District as per the Council's rating area maps;

a rate of 0.16657 cents in the dollar (inclusive of GST) of land value on every rating unit in the rural rating areas of the District as per the Council's rating area maps with an area less than 50 hectares, excluding those properties in the rural village differential rating areas;

a rate of 0.09643 cents in the dollar (inclusive of GST) of land value on every rating unit in the rural rating areas of the District as per the Council's rating area maps with an area equal to or greater than 50 hectares plus rating units less than 50 hectares where a combination of these properties

total greater than 50 hectares and form part of one farming operation, excluding those properties in the rural village differential rating areas;

a rate of 0.30684 cents in the dollar (inclusive of GST) of land value on every rating unit in the rural rating areas of the District which is located in the rural village differential rating areas as per the Council's rating area maps.

Districtwide Community Facilities Rate

A Districtwide targeted rate for community facilities, set under section 16(3)(a) and 16(4)(b) of the Local Government (Rating) Act 2002, assessed on a differential basis on all rateable rating units in the District as follows:

all rateable rating units other than Accommodation/Hospitality and Motels and camping grounds - \$702.00 (inclusive of GST) per separately used or inhabited part of a rating unit.

Accommodation/Hospitality (other than motels and camping grounds) - \$1,404.00 (inclusive of GST) per separately used or inhabited part of a rating unit.

Motels and camping grounds - \$210.60 (inclusive of GST) per separately used or inhabited part of a rating unit.

Districtwide Roding Capital Value Rate

A Districtwide targeted rate for roding, set under section 16(3)(a) and 16(4)(b) of the Local Government (Rating) Act 2002, assessed on all rateable rating units in the District as follows:

a rate of 0.05745 cents in the dollar (inclusive of GST) of capital value on all rateable rating units in the District

Districtwide Roding Land Value Rate

A Districtwide targeted rate for roding, set under section 16(3)(a) and 16(4)(a) of the Local Government (Rating) Act 2002, assessed on all rateable rating units in the District as follows:

a rate of 0.03028 cents in the dollar (inclusive of GST) of land value on all rateable rating units in the District.

Districtwide Stormwater Rate

A Districtwide targeted rate for stormwater, set under section 16(3)(b) and 16(4)(a) of the Local Government (Rating) Act 2002, on all rateable rating units in the District's stormwater drainage areas as per the Council's stormwater drainage rating area maps as follows:

a rate of 0.02131 cents in the dollar (inclusive of GST) of capital value on all rating units.

Districtwide Water Supply Fixed Rate

A Districtwide targeted rate set under section 16 of the Local Government (Rating) Act 2002, assessed on all rating units connected or capable of being connected to the District's water supply,

assessed on a differential basis as below. The Districtwide water supply fixed rate is invoiced as a daily rate for convenience.

General - \$222.00 (inclusive of GST) per separately used or inhabited part of a rating unit.

Medium Scale - \$199.80 (inclusive of GST) per separately used or inhabited part of a rating unit.

Large Scale - \$177.60 (inclusive of GST) per separately used or inhabited part of a rating unit.

Accommodation/Hospitality – \$444.00 (inclusive of GST) per separately used or inhabited part of a rating unit.

Serviceable - \$222.00 (inclusive of GST) per rating unit not connected to the district's water supply, but within 100 metres of a water main and capable of being connected.

Districtwide Water Supply Volumetric Rate

A Districtwide targeted rate set under Section 19(2)(a) of the Local Government (Rating) Act 2002 on each rating unit which is provided with a metered water supply service.

Volumetric rate of water consumed or supplied - \$1.19 (inclusive of GST) per cubic metre.

Hautere/Te Horo Water Supply Rate

A targeted rate for water supply set under section 19(2)(a) of the Local Government (Rating) Act 2002 per unit of water supplied by the Hautere/Te Horo water supply.

A fixed charge of \$225.00 (inclusive of GST) per unit of allocation to the Hautere/Te Horo water supply (annual allocation of 1 unit = 1 cubic metre of water per day).

Districtwide Wastewater Disposal Rate

A Districtwide targeted rate for wastewater disposal, set under section 16(3)(b) and 16(4)(b) on rating units in the Waikanae, Paraparaumu, Raumati and Ōtaki rating areas, as per the Council's rating area maps.

General - \$407.00 (inclusive of GST) per rating unit connected to the sewerage system. A rating unit used primarily as a residence for one household shall not be treated as having more than one water closet or urinal.

Community - \$203.50 inclusive of GST) per water closet or urinal connected to the sewerage system.

- Educational – \$183.15 (inclusive of GST) per water closet or urinal connected to the sewerage system.
- Recreational - \$101.75 (inclusive of GST) per water closet or urinal connected to the sewerage system.
- Large Scale Commercial/Residential - \$203.50 (inclusive of GST) per water closet or urinal connected to the sewerage system, where there is more than one water closet or urinal.
- Serviceable - \$203.50 (inclusive of GST) per rating unit not connected to the sewerage system but within 30 metres of a sewer main and capable of being connected.

(10) Paraparaumu/Raumati Community Rate

A targeted rate set under section 16(3)(b) and 16(4)(a) of the Local Government (Rating) Act 2002 as follows:

- a rate of 0.00114 cents in the dollar (inclusive of GST) of capital value on all rating units in the Paraparaumu and Raumati urban and rural rating areas as per the Council's rating area maps.

(11) Waikanae Community Rate

A targeted rate set under section 16(3)(b) and 16(4)(a) of the Local Government (Rating) Act 2002 as follows:

- a rate of 0.00227 cents in the dollar (inclusive of GST) of capital value on all rating units in the Waikanae urban and rural rating areas as per the Council's rating area maps.

(12) Ōtaki Community Rate

A targeted rate set under section 16(3)(b) and 16(4)(a) of the Local Government (Rating) Act 2002 as follows:

- a rate of 0.00316 cents in the dollar (inclusive of GST) of capital value on all rating units in the Ōtaki urban and rural rating areas as per the Council's rating area maps.

(13) Paekākāriki Community Rate

A targeted rate set under section 16(3)(b) and 16(4)(a) of the Local Government (Rating) Act 2002 as follows:

- a rate of 0.01002 cents in the dollar (inclusive of GST) of capital value on all rating units in the Paekākāriki urban and rural rating areas as per the Council's rating area maps.

(14) Commercial Rate

A targeted rate set under section 16(3)(b) and 16(4)(a) of the Local Government (Rating) Act 2002 as follows:

- a rate of 0.02891 cents in the dollar (inclusive of GST) of capital value assessed on all rateable rating units used principally or exclusively for commercial purposes.

(15) Water Conservation Device Loan Rate

A targeted rate on those rating units that have received an interest free loan (up to \$5,000 plus GST) for approved water conservation devices from the Council that has not yet been fully repaid, set at 10% of the amount of the original loan plus GST.

14 That all property rates (including Hautere/Te Horo Water Supply Rate, but excluding Districtwide Water supply fixed and volumetric rates) be payable in four equal instalments due on:

Instalment Due Dates	Penalty Dates	
Instalment One	9 September 2020	10 September 2020
Instalment Two	9 December 2020	10 December 2020
Instalment Three	9 March 2021	10 March 2021
Instalment Four	9 June 2021	10 June 2021

All payments made will be receipted against the earliest outstanding rate amounts in accordance with authorised accounting procedures.

15 That water rates (excluding Hautere/Te Horo Water Supply Rate) be invoiced separately on a quarterly basis dependent on when the relevant meter is read. Due dates for each area are specified below:

Area	Water meters read during	Due date	Penalty date
Paraparaumu/Raumati/ Raumati Beach/Raumati South/ Paekākāriki	Jul-20	27-Aug-20	28-Aug-20
	Oct-20	27-Nov-20	30-Nov-20
	Jan-21	2-Mar-21	3-Mar-21
	Apr-21	31-May-21	1-Jun-21
Otaki/Peka Peka/ Waikanae Beach	Aug-20	28-Sep-20	29-Sep-20
	Nov-20	6-Jan-21	7-Jan-21
	Feb-21	29-Mar-21	30-Mar-21
Waikanae/Nikau Valley/ Otaihanga/ Paraparaumu Beach	May-21	28-Jun-21	29-Jun-21
	Sep-20	29-Oct-20	30-Oct-20
	Dec-20	9-Feb-21	10-Feb-21
	Mar-21	27-Apr-21	28-Apr-21
	Jun-21	29-Jul-21	30-Jul-21

16 That Council apply the following penalties on unpaid rates in accordance with sections 57 and 58 of the Local Government (Rating) Act 2002:

- a charge of ten per cent (10%) on so much of any property rate instalment that has been assessed after 1 July 2020 and which remains unpaid after the due dates as per paragraph 14, to be added on the penalty dates above.
- a charge of ten per cent (10%) on so much of any property rates (including previously applied penalties) assessed before 1 July 2020 which remain unpaid on 2 July 2020. The penalty will be added on 3 July 2020.
- a charge of ten per cent (10%) will be added to any portion of a current water rates invoice that remains unpaid after the due date specified. Penalty will be added on the penalty dates shown as per paragraph 15.

17 That property and water rates be payable by cash, cheque and eftpos at any of the following places:

- Paraparaumu, Civic Building, 175 Rimu Road, Paraparaumu
- Waikanae Service Centre, Mahara Place, Waikanae
- Ōtaki Service Centre, Ōtaki Library, Main Street, Ōtaki
- New Zealand Post, countrywide
- Westpac Bank, countrywide (*excluding water supply rates*)
- Greater Wellington Regional Council, Shed 39, 2 Fryatt Quay, Pipitea, Wellington
- Greater Wellington Regional Council, 35-37 Chapel Street, Masterton

18 Alternatively, payment of the due rates can be made to the Council by direct debit, internet banking, direct credit, telephone banking and credit card (subject to a convenience fee) through the Council's website.

CARRIED

8.3 KAPITI COAST ECONOMIC DEVELOPMENT STRATEGY

James Jefferson introduced the report and introduced Darryn Grant and Leanna Hill. Members' questions were answered.

It was confirmed that the strategy would be presented for discussion at a meeting of Te Whakaminenga o Kāpiti on Tuesday 30 June 2020.

Following Members' questions, Mayor Gurunathan invited Neil MacKay who was seated in the public gallery to say a few words. Mr MacKay introduced himself as having a background in economic development and having been involved on the edges of the working group specifically in relation to governance. Mr MacKay said the Economic Development Strategy was a very good base to move from and suggested the need for some form of performance agreement between Council and the governance group.

RESOLUTION 2020/38

Moved: Cr Angela Buswell

Seconder: Cr James Cootes

That the Council approves the draft Kapiti Coast Economic Development Strategy and Implementation Plan 2020-23 for public feedback.

That the Council acknowledges the input of the Drafting Group members in completing the draft Kapiti Coast Economic Development Strategy and Implementation Plan 2020-23

Councillor Angela Buswell

Heather Hutching

Jenna-Lea Phillpott

Liz Koh

CARRIED

9 CONFIRMATION OF MINUTES

9.1 CONFIRMATION OF MINUTES

RESOLUTION 2020/39

Moved: Cr Robert McCann

Seconder: Cr Jackie Elliott

That the minutes of the Council meeting on 11 June 2020 be accepted as a true and accurate record of the meeting.

CARRIED

10 PUBLIC SPEAKING TIME

There were no public speakers covering other items.

11 CONFIRMATION OF PUBLIC EXCLUDED MINUTES

Nil

12 PUBLIC EXCLUDED REPORTS

Nil

The Council meeting closed at 11.58am

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CHAIRPERSON

10 PUBLIC SPEAKING TIME

- Covering other items if required
- Public Speaking Time responses

11 CONFIRMATION OF PUBLIC EXCLUDED MINUTES

Nil

12 PUBLIC EXCLUDED REPORTS

Nil