



# **AGENDA**

## **Council Meeting**

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

**Date: Thursday, 12 December 2019**

**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 12 December 2019, 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 |



## Order Of Business

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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**

**7.1 REQUEST TO GOVERNMENT TO PLACE MORATORIUM ON BOTTLED WATER CONSENTS**

**Author:** K Gurunathan, Mayor

**Authoriser:** Wayne Maxwell, Chief Executive

**APPENDICES**

1. Request to government to place moratorium on bottled water consents [!\[\]\(13dd0e1ab3baa23f7c1ed52b3eec2756\_img.jpg\)](#) 



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Mayor K (Guru) Gurunathan  
Kapiti Coast District Council  
Private Bag 60601  
Paraparaumu 5254

5 November 2019

**REQUEST TO GOVERNMENT TO PLACE MORATORIUM ON BOTTLED WATER CONSENTS**

Dear Mayor Guru,

Commercial water bottling continues to be a contentious topic in communities throughout New Zealand, as frequently reported in the media. Given this activity is not specifically regulated under the Resource Management Act, the Upper Hutt City Council, on behalf of its community, has written to the Government to request an immediate moratorium on any current and future consents for the extraction of water from groundwater systems for the purposes of retail and wholesale where the end product is bottled water.

A copy of the letter is attached. Upper Hutt City Council urges Kapiti Coast District Council to write to the Government in support of it.

Regards,

A handwritten signature in black ink, appearing to read 'Wayne', is written over a horizontal line.

**Wayne Guppy**  
Mayor of Upper Hutt City



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Hon David Parker  
Minister for the Environment  
Freepost Parliament  
Private Bag 18 888  
Parliament Buildings  
Wellington 6160

5 November 2019

**BOTTLING OF WATER FOR RETAIL AND WHOLESALE PURPOSES**

Dear Minister,

The Upper Hutt community is greatly concerned that the Greater Wellington Regional Council granted a consent to Heretaunga Water Ltd on a non-notified basis to take and use groundwater at a rate of 179,712 m3 per second, at a maximum of 576 m3 per day and at a maximum pump rate of 10 litres per second, for bottling and retail purposes. The key concern of our community is the potential impacts of such a take on the aquifer and possibly downstream.

It is our view that the consent contravenes sec 10(1) (b) of the Local Government Act 2002 - the purpose of Local Government is to promote the social, economic, environmental, and cultural well-beings of communities and in the present and for the future; in that the potential impacts of such volume of water for bottling purposes will be detrimental to the four well beings of our community.

The Upper Hutt City Council, on behalf of our community requests an immediate moratorium on any current and future consents for the extraction of water from groundwater systems for the purposes of retail and wholesale where the end product is bottled water.

Regards,

**Wayne Guppy**  
Mayor of Upper Hutt City

**8 REPORTS****8.1 FEES FRAMEWORK FOR NON-ELECTED MEMBERS 2019-2022 TRIENNIUM**

**Author:** Leyanne Belcher, Democracy Services Manager

**Authoriser:** Janice McDougall, Group Manager

**PURPOSE OF REPORT**

- 1 This report seeks the Council's approval of a revised Fees and Expenses Framework for the payment of non-elected members who are acting in a governance role on Council decision-making bodies.

**DELEGATION**

- 2 Only Council may consider this matter.

**BACKGROUND**

- 3 The Local Government Act 2002 (Schedule 7, Section 31(3)) provides that the Council may appoint to a committee or subcommittee a person who is not an elected member if that person has the skills, attributes and knowledge that will assist the work of the committee or subcommittee.
- 4 Currently the Council allows for the appointment of a range of non-elected members on different decision-making and/or advisory bodies (including independent members, iwi members, community and youth representatives, and Māori representatives).
- 5 In 2017 the Council approved a Fees Framework for non-elected members, based on the Cabinet Fees Framework, with the aim of providing equity, consistency, flexibility, and transparency in the payment of these groups.
- 6 On 17 June 2019, a revised Cabinet Fees Framework, Circular CO (19) 1, was issued.
- 7 This paper proposes revision to the 'Fees Framework for non-elected members', attached as Appendix 1, based on the revised Cabinet Fees Framework.
- 8 The Fees Framework for non-elected members has been revised to reflect a new category for payment of members of Audit and Risk Committees and some modest increases to the fees ranges for local government bodies under Group 4.
- 9 The Fees Framework does not make provision for the following:
  - Elected Members appointed as Hearing Commissioners – these are remunerated through the Remuneration Authority's determinations applying to councils.
  - The three advisory groups (Cycleway, Walkway and Bridleway, Accessibility, and Road Safety). Also excluded are the Youth Council and the Older Persons' Council, and the Public Art Panel.
  - Iwi or other non-elected members assisting through Working Parties associated with specific projects. Their remuneration is covered off through project budgets.
  - List members of the District Licensing Committee (DLC) – their remuneration is prescribed through the Sale and Supply of Alcohol Act 2012.
  - Payment of iwi through rūnanga contractual arrangements
  - Payment for attendance at Council briefings.

**ISSUES AND OPTIONS****Issues**

- 10 It is not proposed to make substantive changes to the current framework, other than to reflect increases based on the revised fees framework and include a fee for an Independent Chair of the Audit and Risk Subcommittee.
- 11 The revised Cabinet Fees Framework recognises the skill and expertise required of chairs and members of audit and risk committees and the complexity of the matters on which they advise, and approves higher fees for these positions.

**CONSIDERATIONS****Policy considerations**

- 12 There are no additional policy considerations.

**Legal considerations**

- 13 There are no additional legal considerations.

**Financial considerations**

- 14 The financial implications of adopting the new mid-point of the suggested bands would result in a total budget requirement across all non-elected members of approximately \$22702 per annum (see table below)

| POSITION  | NO OF MTGS PER YEAR                                  | PROPOSED MEETING FEE<br>(5.5hrs, includes preparation) | ANNUAL \$      |
|---|--|--|----------------|
| Chair of Te Whakaminenga o Kāpiti (TwoK)                            | 7  | \$294  | \$2,058        |
| Chair of TWOK attending Council meetings and workshops              | 11 Council meetings                                  | \$294  | \$3,234        |
|   | 2 Annual Plan or Long Term Plan workshops (estimate) | \$294  | \$588          |
| Other iwi members of TWOK (4)                                       | 7  | \$206  | \$5,768        |
| Māori rep Strategy & Operations Cttee (1)                           | 12   | \$206  | \$2,472        |
| ART Chair (1)   | As required  | \$294  |                |
| ART members (2)   |  | \$206  |                |
| Independent member of Audit and Risk Subcommittee (2)               | 5  | \$580 Chair  | \$2900         |
|   |  | \$436 Member   | \$2180         |
| Grants Allocation Committee – Creative Communities NZ programme (7) | 2  | \$206  | \$2,884        |
| Grants Allocation Committee – Community Grants (3)                  | 1  | \$206  | \$618          |
| <b>GRAND TOTAL</b>  |  |  | <b>\$22702</b> |



**Tāngata whenua considerations**

- 15 The appointment of Māori on various decision-making bodies aligns with the Council's obligations under the Local Government Act 2002. A broader review of the payments made to Māori will be undertaken in consultation with Te Whakaminenga o Kāpiti.

**SIGNIFICANCE AND ENGAGEMENT****Significance policy**

- 16 This matter has a moderate degree of significance under the Council's Significance and Engagement Policy.

**Engagement planning**

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

**Publicity**

- 18 Council's decision will be publicised through the usual communication channels.

**RECOMMENDATIONS**

That Council revokes the 2017 Fees Framework and Expenses Policy for Non-Elected Members

That Council approves the Fees Framework and Expenses Policy for Non-Elected Members as revised at Appendix 1 of the report "Fees Framework for Non-Elected Members 2019-2022 Triennium."

**APPENDICES**

1. Fees Framework for Non Elected Members [!\[\]\(c045a398c48fcb47adf237d338b1b391\_img.jpg\) !\[\]\(6ea471090ba6b2c70129dc83eb6e6a11\_img.jpg\)](#)

## APPENDIX 1

**DRAFT Fees and Expenses Framework for Non-Elected Members**

This document sets out the policy on payment of fees and expenses to non-elected members.

This policy is administered by Kāpiti Coast District Council's Democracy Services Manager.

This policy may be reviewed annually and is current until superseded.

**What this document covers****Kāpiti Coast District Council Fees Framework**

1. The Kāpiti Coast District Council Fees Framework is used for setting the fees of appointed members of committees, or other bodies established by Council.
2. The Framework does not apply:
  - if payment is set by the Remuneration Authority, or by legislation
  - if payment is made from some other source (for example, if a professional consultant is paid by his or her employer to attend)
  - to any appointments made by the Council or a Community Board to an outside organisation
  - if the Council has formally resolved a different form of payment
  - if payments are made on a contractual basis e.g. independent commissioners.

**Expenses policy**

3. The Expenses Policy sets out the criteria and type of expense that will be reimbursed and applies to all non-elected members, unless personal expense is compensated in some other way.

**Kāpiti Coast District Council Fees Framework**

4. The Kāpiti Coast District Council Fees Framework is aligned to the Cabinet Fees Framework, which is used by many Government bodies whose fees are not determined by the Remuneration Authority. The Kāpiti Coast District Council Fees Framework ensures consistency between fees paid to non-elected members of Kāpiti Coast District Council bodies and fees paid by Government to those on entities in which the Crown has an interest.
5. Most appointments that are made by the Council will be to bodies which can be described as "Group 4 - all other committees and other bodies" within the Cabinet Fees Framework. The assessment criteria for Group 4 have been adapted for use by Kāpiti Coast District Council. The Cabinet Fees Framework was last reviewed in June 2019.

**Assessment process**

6. The body (committee, subcommittee, advisory body) will be scored on the following factors:
  - skills, knowledge and experience required of members
  - function, level and scope of authority
  - complexity of issues
  - public interest and profile.

7. The assessment criteria are based on the Cabinet Fees Framework but modified for Kāpiti Coast District Council.
8. The resulting total score is used to identify a remuneration band within the Cabinet Fees Framework. The Council decides the remuneration to be paid from within that band. Proposed fees for the 2019-2022 Triennium are at Appendix B.

**Daily rates**

9. The remuneration bands are expressed as daily rates.
10. A daily rate is a good basis for calculating fees to be paid for attending meetings of groups such as committees, subcommittees and working groups. This is because the length of a meeting tends to be relatively consistent from one meeting to the next. A "meeting fee", based on the daily rate, is set and applied to all meetings.
11. The daily fee applies to all work, including that performed outside of meetings (e.g. preparation, representing the body at other forums, or administrative work) that is required for the body to carry out its role. All work that is required to be performed for the body by the member should be paid at the approved daily rate.
12. Work other than preparation for meetings must be approved and recorded by the body before it is undertaken. Individual members should not be in a position where they could be considered to be setting their own work programmes without the endorsement of the body. The ability of the body to approve additional meetings or work is subject to agreement by the Council.

**Hourly rates**

13. Hourly pro-rata rates will be calculated by dividing the daily rate by 8 and multiplying by the number of hours worked.

**Deputy chair**

14. Where a body's non-elected member is elected or appointed as a deputy chair who shares the business workload with the chair between meetings, an additional fee of 25% of a member's fee will be paid.
15. Where a body does not appoint a deputy chair, then in any instance where a member chairs a meeting that member will receive the daily rate of the chair for that meeting.

**General absence**

16. Where a member fails to attend a significant number of meetings, or otherwise perform their duties as a member, the chair needs to raise the issue of expectations about performance with the member and if necessary with the Mayor. Consideration should be given at the time of reappointment of members to the issue of continued absences from body business.

**Reimbursement of expenses**

17. The principles on which reimbursement of expenses will be approved are:
  - Payments will be for actual and reasonable expenses; this requires receipts to be produced and expenditure to be modest
  - For payment of work conducted other than attending the normal monthly meetings it must be properly approved and recorded prior to the work being carried out.
18. Reimbursement for the costs of travel (and other expenses) will be based on the Elected Member Allowances and Expenses Policy.

**APPENDIX A - Assessment criteria*****Skills, knowledge and experience required of members***

*Skills, knowledge and experience will vary between members on a particular body. The score below should reflect the level of skill **required by the majority** of members, and should not be based on any particular individual. This factor has a higher weighting than others, to reflect that it is the **application** of the skills, knowledge and experience in carrying out their responsibilities that is a major contributor to the successful operation of the committee or body.*

|                        | Definition   | Score |
|------------------------|--|-------|
| Pre-eminent            | Outstanding and authoritative knowledge, recognised nationally and internationally for expertise in a particular field.  | 12    |
| Distinguished          | Deep and broad knowledge in a specific area or as a leader. Widely respected as a subject matter expert or authority in their field.   | 10    |
| Substantive            | Substantial range of knowledge and experience in a field or professional discipline sometimes associated with senior level functional or technical leadership, executive management or governance roles. May include widely respected people with broad community support. | 8     |
| Technical              | A number of years' experience in a technical, professional field or in a leadership role is a pre-requisite.   | 6     |
| Specialised experience | No specific experience is required but members would have broad general knowledge and may represent a body of opinion.   | 4     |

***Function, level and scope of authority***

|                         | Definition  | Score |
|-------------------------|---|-------|
| Strategic decisions     | Sets policy or work programme for a major area of economic activity or policy area of importance to the Council's strategic priorities.   | 6     |
| Policy decisions        | Sets policy or work programme and/or exercises regulatory/disciplinary powers.  | 5     |
| Expert advice           | Provides expert counsel and advice to the Mayor, Governing Body or local boards on technical or policy issues that are of strategic importance. At this level the body would be expected to be proactive in identifying emerging issues and contributing to policy direction. | 4     |
| Professionally targeted | Exercises regulatory/disciplinary powers at the individual/professional level. This will include the power to impose sanctions  | 3     |
| Technical               | Provides a broad range of advice on technical and/or policy issues.   | 2     |
| Ad hoc                  | Provides ad hoc advice on minor matters. Generally a limited focus at a single output level.  | 1     |

***Complexity of issues***

|              | Definition   | Score |
|--------------|--|-------|
| Innovative   | The development of new concepts is required to find innovative and path finding solutions. There will be little or no external guidance (NZ or internationally) to aid resolution of these issues.   | 5     |
| Constructive | The development of new policy or advice is required where the issues are complex, multidimensional and involve substantial research, consideration of possible alternatives and their consequences. The body may commission research or utilise the findings to inform their policy development or advice. | 4     |
| Evaluative   | Issues will include circumstances, facts and concepts different to those that have been experienced in the past. Analytical thinking and evaluative judgement will be required to identify realistic alternatives and apply/recommend a solution.  | 3     |
| Judgement    | Solutions will be found from application of professional or personal judgement and generally guided by previous decisions. Circumstances may be different from those previously experienced but there will be a sufficient frame of reference to make a considered decision/recommendation.                | 2     |
| Operational  | Issues to be resolved are generally within existing policy and prior decisions. Decisions can generally be made quickly and with reasonable certainty.   | 1     |

***Public interest and profile***

|            | Definition   | Score |
|------------|--|-------|
| Widespread | Widespread public interest in outcomes would be expected. Members will attract strong media interest. Potential risk to personal and/or the body's reputation is high.                                   | 5     |
| Strong     | Strong public and stakeholder interest and importance would be associated with these issues. Media interest would also be expected, but potential risk to personal or the body's reputation is unlikely. | 4     |
| Moderate   | Moderate but widespread public interest is likely. Reputational risk is minimal.   | 3     |
| Limited    | Public interest is likely to be limited, but the issues would be of interest to other members of the particular profession or sector.  | 2     |
| Little     | There is likely to be little or no wider public interest in the decisions.   | 1     |

***Fee levels***

| Total score | Level | Fees range - Chair | Fees range - members |
|-------------|-------|--------------------|----------------------|
| 24-28       | 1     | \$540 – \$1,150    | \$405 - \$865        |
| 20 - 23     | 2     | \$390 - \$885      | \$290 - \$560        |
| 15 – 19     | 3     | \$280 - \$575      | \$205 - \$395        |
| 10 – 14     | 4     | \$250 - \$365      | \$190 - \$270        |
| 9 or less   | 5     | \$205 - \$265      | \$150 - \$205        |

**APPENDIX B – Determination of fees*****Council, Strategy and Operations and Subcommittee, Te Whakaminenga o Kāpiti, Grants Allocation Committee and the ART Confederation.***

|                                |   |         |
|--------------------------------|---|---------|
| Skills, knowledge & experience | The committees and subcommittees include widely respected community leaders in their various communities of interest.             | 8       |
| Function, level & scope        | The committees and subcommittees provide advice on a range of policy matters that are relevant to the communities they represent. | 4       |
| Complexity of issues           | Analytical thinking and evaluative judgement are required to consider alternatives and make recommendations.                      | 3-4     |
| Public interest and profile    | There is widespread public interest in their work and reputational risk is moderate to high.                                      | 3 - 4   |
| TOTAL                          |   | 16 - 19 |

**Equivalent daily rates**

| Remuneration level | Chair (midpoint) | Member |
|--------------------|------------------|--------|
| 3                  | \$427            | \$300  |

Fees for these decision-making bodies will be based on the midpoint of the daily rates for this level. The daily rate constitutes 8 hours. A meeting fee is calculated by applying the equivalent hourly rate to an approximate average length of a meeting, including preparation time.

**Meeting fees**

| Meeting fee   | 2019-2022 | 2016-2019 |
|---|-----------|-----------|
| Member (based on 5.5 hours per meeting including preparation) | \$206     | \$190     |
| Chair (based on 5.5 hours per meeting including preparation)  | \$294     | \$272     |

Where an appointed person is elected or appointed as deputy chair to share the workload of the chairperson, he or she will receive a payment that is 25% higher than that of a member.

***Audit and Risk Subcommittee***

Due to the skill and expertise required and the complexity of the matters on which they advise, higher fees have been recommended out of the revised Cabinet Fees Framework .

**Equivalent daily rates**

| Remuneration level | Chair | Member |
|--------------------|-------|--------|
| 1                  | \$845 | \$635  |

**Meeting fees**

| Meeting fee   | 2016-2019 | Previous term |
|---|-----------|---------------|
| Chair (based on 5.5 hours per meeting including preparation)  | \$580     | N/A           |
| Member (based on 5.5 hours per meeting including preparation) | \$436     | \$190         |

Where an appointed person is elected or appointed as deputy chair to share the workload of the chairperson, he or she will receive a payment that is 25% higher than that of a member.

***Additional work***

Where work is undertaken with prior approval and a meeting fee is not appropriate in the circumstances, the Manager Democracy Services may determine payment on an hourly rate based on the daily rate, subject to the terms of reference as agreed with the Council (refer paragraph 14 above).



## 8.2 AMENDMENTS TO THE COUNCIL DELEGATIONS TO CHIEF EXECUTIVE AND STAFF

**Author:** Sarah Lloyd, Senior Advisor Corporate Planning & Reporting

**Authoriser:** Mark de Haast, Group Manager

### PURPOSE OF REPORT

- 1 This report seeks Council's approval of amendments to Council delegations to the Chief Executive and staff including Resource Management Act 1991 delegations.

### DELEGATION

- 2 Council has the authority to consider this matter.
- 3 The delegations comply with the provisions of the Local Government Act 2002 (clause 32, schedule 7), which empowers the Council to consider an appropriate governance structure and associated delegations.
- 4 It also meets the requirements of section 10 of the Local Government Act 2002 which prescribes the purpose of local government.

### BACKGROUND

- 5 The Council has certain statutory powers it can exercise and duties it must fulfil. Various statutes recognise that it is not efficient or practical for Elected Members to have to deal with every aspect of their functions, duties and powers.
- 6 Various Acts of Parliament provide the Council with the legal authority to delegate to Officers. In particular, Council has the authority to delegate to Officers under clause 32 of Schedule 7 of the Local Government Act 2002. Clause 32 of the Local Government Act 2002 also sets out certain powers that cannot be delegated as follows:

*"32. Delegations—(1) Unless expressly provided otherwise in this Act, or in any other Act, for the purposes of efficiency and effectiveness in the conduct of a local authority's business, a local authority may delegate to a committee or other subordinate decision-making body, community board, or member or officer of the local authority any of its responsibilities, duties, or powers except—*

- (a) the power to make a rate; or*
- (b) the power to make a bylaw; or*
- (c) the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan; or*
- (d) the power to adopt a long-term plan, annual plan, or annual report; or*
- (e) the power to appoint a chief executive; or*
- (f) the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement.*
- (h) the power to adopt a remuneration and employment policy."*

- 7 Delegated authority allows for administrative efficiency and ensures timeliness in the conduct of Council's daily business activities.
- 8 The majority of the Acts allow the Chief Executive the discretion to sub-delegate to council staff. However, some Acts prescribe the way delegations must be made. For example, the Resource Management Act 1991 (RMA 1991) does not allow the Chief Executive the power to sub-delegate.

## ISSUES

- 9 The Council delegations to the Chief Executive and staff are monitored on a regular basis and reported back to Council for amendment as required, in response to changes in staff or legislation.
- 10 The required amendments are outlined below and detailed in the appendices.

## Council to Chief Executive and Staff Delegations

- 11 In order to future proof the impact on delegations due to any possible change in Governance Structure regarding Committees and for the avoidance of doubt, staff have recommended an additional clarification in the foreword of the Council to Chief Executive and Staff delegations as follows - see Appendix A for full delegation (also includes the changes to Committees in the Governance Structure approved 7 November 2019):

*'a reference in this document to a Council Committee includes any Committee that replaces or corresponds to that Committee and involves substantially the same duties;'*

- 12 Following advice from Buddle Findlay in respect of the Council's ability to sub-delegate powers under the Reserves Act 1977, staff have recommended the following amendments (see ~~strike-outs~~ and **yellow highlights** below) to the Council to Chief Executive Reserves Act 1977 delegation.

The recommended amendment in delegations will streamline what is largely an administrative process and more rapid decisions for the community groups involved. The Chief Executive can approve the public notification of proposed leases, licences and permits up to the maximum 33-year term provided by the Act. If, as a result of public notification, objections are received then the matter must be brought before Council for consideration of objections and a decision whether to grant the lease, licence or permit. However, if no objections are received, the Chief Executive can approve the granting of the lease, licence or permit.

Where public notification is not required (for example, but not limited to, where the granting of a lease, permit or licence is contemplated by a Reserve Management Plan), the Chief Executive will approve the granting of such a lease, licence, easement or permit.

| <b>Legislation and Authority</b>  | <b>Powers Delegated</b>  |
|---|--|
| <b>Reserves Act 1977 and any regulations made under that Act</b><br><i>To the Chief Executive with power of sub-delegation to officers.</i> | <i>Delegation of authority to exercise and administer all responsibilities, duties and powers* of the Council in its role as <b>landowner</b>, Administering Body <b>or where appointed to control and manage</b>, and as a delegate of the Minister of Conservation, under the Reserves Act 1977 and any regulations made under the Act and management plans <b>including but not limited to the power to:</b></i> <p><b>a) publicly notify the intention to grant a lease, licence, easement, concession or permit and where no objections are received, to grant the lease, licence, easement, or permit.</b></p> <p><b>Except:</b><br/> <b>a-q can be seen in Appendix A.</b><br/> <del>r) the power to grant leases, licences, permits and easements for reserve land.</del></p> <p><b>For the avoidance of doubt:</b><br/> - exceptions b) and p) do not preclude the power to recommend or report to the <b>Strategy and Operations</b> and <del>Finance</del> Committee or Council on these matters;</p> |

|   |  |
|---|--|
|   | <p>- exception r) does not include the powers relating to licences under section 74 as delegated to <del>the Chief Executive</del> and other officers below.</p> <p>* For leases, easements, transfers and other documents dealing with land, see notes about deed execution under the Local Government Act 2002 delegations</p> |
| To <del>the Chief Executive</del> , the Group Manager Place and Space and the Parks and Recreation Manager with no power of sub-delegation. | Delegation of the power under section 74 of the Reserves Act to issue and cancel licences to occupy reserves temporarily.  |

- 13 On 27 June 2019 Council approved an amendment to the Chief Executive and Staff Local Government Act 2002 delegations with unintended consequences. Since this amendment staff have recognised the impracticalities regarding the amendment to non-council leases as it inhibits the ability to be proactive when commercial opportunities arise.

In addition, limitations in regards to leases and licences to occupy do not cover the intricacies of tenure, renewal and termination clauses. With this in mind, and to provide greater clarification to delegated staff, further amendments are recommended in relation to the Local Government Act 2002 delegation.

In order to avoid an element of doubt, staff have also requested the addition of 'per debt' as a qualifier regarding the Local Government Act 2002 delegation for writing off debt.

The following amendments (see ~~strike-outs~~ and **yellow highlights** below) have been suggested:

| <b>Legislation and Authority</b>   | <b>Powers Delegated</b>  |
|--|--|
| <p><b>Local Government Act 2002 and any regulations made under that Act</b><br/>To the Chief Executive with power of sub-delegation to officers.</p> | <p>Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>except</b>:</p> <ul style="list-style-type: none"> <li>the powers set out in clause 32(1)(a) to (h) of Schedule 7 of the Act;</li> <li>any Local Government Act 2002 power expressly reserved to the Council or expressly delegated by the Council to a committee;</li> <li>where sections 138 or 140 of the Local Government Act 2002 apply; or</li> <li>as limited by the conditions set out below.</li> </ul> <p>Delegation of authority to affix the Council's common seal:</p> <ul style="list-style-type: none"> <li>to any warrants issued by the Council where the warrants authorise entry onto private land on behalf of the Council;</li> <li>to any deed entered into by Council (Note that leases, easements, instruments and other land-related documents are deemed to have the same effect as deeds and should be executed as deeds. See clause 13 of the Land Transfer Regulations 2002);</li> <li>to any document that has been prepared to implement a resolution previously made by the Council; and</li> <li>in any other situation where the Council is directed by legislation to use its common seal;</li> </ul> <p>providing that the signature of the Chief Executive followed by that of the Mayor or Deputy Mayor and one Councillor have first been obtained and that the use of the common seal is recorded in a register and advised to Council on a weekly basis via the Elected Members Bulletin.</p> |

| Legislation and Authority | Powers Delegated  |
|---------------------------|---|
|                           | <p>Without limiting the powers delegated to the Chief Executive above, the Chief Executive may:</p> <ul style="list-style-type: none"> <li>• implement any proposal or decision contained within the Council's Long Term Plan (LTP) or Annual Plan or other adopted Council policy;</li> <li>• issue warrants under the Local Government Act 2002 or any other enactment under which Council officers may be warranted;</li> <li>• appoint enforcement officers under section 177 of the Act;</li> <li>• give approval to matters or activities relating to land or buildings under the control, authorisation or ownership of the Council, except as limited by clause 32(1)(c) of Schedule 7 of the Act;</li> <li>• grant leases of residential properties (see note above about deed execution);</li> <li>• grant leases of Council land <b>property</b> or non-residential buildings where the term of the lease is 10 years or less, <b>including right of renewals</b> and where the total rent over the duration of the lease aligns with a Council Officer's financial delegation (see note above about deed execution);</li> <li>• grant licences to occupy Council land <b>property</b> where the term of the licence is 3 years or less (see note above about deed execution);</li> <li>• grant easements over land (see note above about deed execution); and</li> <li>• <b>enter into other deeds, contracts or agreements (including but not limited to leases of non-Council property and licences to occupy non-Council property).</b></li> <li><del>• enter into leases of non-Council land where the term of the lease is 3 years or less and where the total rent over the duration of the lease aligns with a Council Officer's financial delegation; and</del></li> <li><del>• enter into licences to occupy non-Council land where the term of the licence is 3 years or less.</del></li> </ul> <p>The following conditions apply to the exercise of the Chief Executive's delegated powers under the Act:</p> <ul style="list-style-type: none"> <li>• The Chief Executive may commit Council expenditure for any <b>deeds</b>, contracts or agreements up to \$2.4million, for any one <b>deed</b>, contract or agreement, including the authority to enter into such a <b>deed</b>, contract or agreement, providing that before exercising these powers the Chief Executive is satisfied that full allowance has been made and remains for the proposed expenditure in an approved budget and that, if applicable, all tenders accepted over a value of \$250,000 are reported to the <b>Strategy and Operations</b> and <del>Finance</del> Committee;</li> <li>• The Chief Executive may sub-delegate the authority to commit the Council to expenditure for any <b>deeds</b>, contracts or other agreements <del>under approved circumstances eg mediation,</del> <b>leases of non-Council property and licences to occupy non-Council property, and subject to any conditions that the Chief Executive may impose, for a lesser amount than \$600,000 and no more than an officer's financial</b></li> </ul> |

| <b>Legislation and Authority</b> | <b>Powers Delegated</b>   |
|----------------------------------|---|
|                                  | <p><i>delegation, for any one deed, contract or agreement, including the authority to enter into such a deed, contract or agreement, providing that before exercising these powers the sub-delegate is satisfied that full allowance has been made and remains for the proposed expenditure in an approved budget and that, if applicable, all tenders accepted over a value of \$250,000 are reported to the Strategy and Operations and Finance Committee;</i></p> <ul style="list-style-type: none"> <li><i>The Chief Executive (with the power to sub-delegate) may write off sundry debts (excluding rating debts) up to the value of \$1,000 per debt.</i></li> </ul> <p><i>See Reserves Act 1977 for delegations in respect of leases on reserve land.</i></p> |

- 14 The full amended delegations from Council to Chief Executive and Staff can be found in Appendix A.

### **Resource Management Act 1991 Delegations made by Council to Staff**

- 15 The amendments to Council's RMA 1991 delegations to staff in the following table are recommended as a result of staff and team structure changes.

| <b>Recommended amendments to Council delegations to staff under the Resource Management Act 1991</b> |  |
|--|--|
| <b>Positions</b>   | <b>Amendments to RMA delegations</b>   |
| Compliance Officer (Monitoring)  | A new title required in association with the Ministry of Business, Innovation and Employment freedom camping fund. Title to include sections <b>22, 35, 35A, 314-321, 322-324, 325A, 327, 328, 330, 336 and 343C.</b>                          |
| Construction Manager – Civil Works   | A new title to replace the <b>Construction Manager Town Centres</b> position resulting from reorganising the Infrastructure Programme Delivery team. Title to include sections <b>35, 35A, 330, 332 and 333.</b>                               |
| Customer Administration Officer  | A replacement title for <b>Customer Services Officer</b> resulting from a restructure to the Customer Service team (now the Customer Engagement team). Title to include sections <b>35, 35A, 37A, 87G, 92A, 92B, 98, 99, 101, 113 and 114.</b> |
| Customer Engagement Officer  | A replacement title for <b>Customer Services Officer</b> resulting from a restructure to the Customer Service team (now the Customer Engagement team). Title to include sections <b>35, 35A, 37A, 87G, 92A, 92B, 98, 99, 101, 133 and 134.</b> |
| Parks and Recreation Manager   | Additional section <b>330</b> required to assist staff with emergency response after storms.   |
| Parks Officer  | Aligning staff position delegations with the rest of their team. Title to include sections <b>35, 35A, 330 and 333.</b>  |
| Programme Manager Biodiversity   | Additional section <b>330</b> required to assist staff with emergency response after storms.   |
| Programme Manager CWB  | Remove section <b>332</b> as no longer required for this position.   |
| Project Manager  | Additional title in the Project Management Office. Title to include sections <b>35, 35A, 332 and 333.</b>  |

| Recommended amendments to Council delegations to staff under the Resource Management Act 1991 |  |
|---|--|
| Positions   | Amendments to RMA delegations  |
| Public Spaces and Animal Management Officer   | Additional section required for issuing RMA 1991 infringements. Title to include section <b>343C</b> .   |
| Reserves Planning Advisor   | A replacement title for <b>Reserves Planner</b> resulting from changes to the Parks and Recreation team. Title to include sections <b>35, 35A, 330</b> and <b>333</b> .                    |
| Roading Network Operations Engineer   | A replacement title for <b>Roading Network Engineer</b> resulting from a restructure to the Access and Transport team. Title to include sections <b>35, 35A, 330, 332</b> and <b>333</b> . |
| Roading Network Planning Team Leader  | Title and associated RMA delegations will be removed as a result of a restructure to the Roding team.  |
| Senior Advisor, Place and Space Planning  | Additional section <b>330</b> required to assist staff with emergency response after storms.   |
| Senior Parks Officer  | Additional section <b>330</b> required to assist staff with emergency response after storms.   |
| Senior Roding Engineer  | Title and associated RMA delegations will be removed as a result of a restructure to the Roding team.  |
| Stormwater and Coastal Project Manager  | Title and associated RMA delegations will be removed as the resource will be moved to the Project Management Office.   |
| Team Leader Roding Asset Management and Safety  | A new title resulting from a restructure to the Access and Transport team. Title to include sections <b>35, 35A, 330, 332</b> and <b>333</b> .   |
| Transport Engineer  | Title and associated RMA delegations will be removed as a result of a restructure to the Access and Transport team.  |
| Senior Delivery Manager   | A replacement title for <b>Infrastructure Programme Delivery Manager</b> in the Project Management Office. Title to include sections <b>35, 35A, 330, 332</b> and <b>333</b> .             |

16 The amended RMA delegations can be found in Appendix B.

## CONSIDERATIONS

### Policy considerations

17 The proposed delegations support the Council's Governance Structure and Delegations.

### Legal considerations

18 This paper has been reviewed by the Council's Senior Legal Counsel.

### Financial considerations

19 There are no financial considerations relating to the process of making these amendments.

**Tāngata whenua considerations**

- 20 There are no tāngata whenua considerations relating to the process of making these amendments.

**Strategic considerations**

- 21 Delegations facilitate staff ability to deliver on all Council outcomes.

**SIGNIFICANCE AND ENGAGEMENT****Significance policy**

- 22 This decision has a low level of significance under the Council's Significance and Engagement policy.







**Consultation, engagement and publicity**

- 23 No consultation, engagement or publicity is required relating to the process of making these amendments.

**RECOMMENDATIONS**

- 24 That the Council adopts the revised Council to Chief Executive and Staff Delegations as shown in Appendix A to report *Amendments to the Council Delegations to Chief Executive and Staff*.
- 25 That the Council adopts the revised Resource Management Act 1991 Delegations to Staff as shown in Appendix B to report *Amendments to the Council Delegations to Chief Executive and Staff*.

**APPENDICES**

1. Appendix A Council to CE and Staff delegations  
2. Appendix B Council to Staff RMA Delegations  
3. Appendix C Glossary of RMA Sections  



### DELEGATIONS MADE BY COUNCIL TO CHIEF EXECUTIVE AND STAFF

The Council makes its delegations under the various powers of delegation referred to in this instrument. In the absence of a reference to a specific power, the Council makes the delegation under clause 32 of Schedule 7 of the Local Government Act 2002.

For the avoidance of doubt:

- a reference in this document to an enactment, regulation or bylaw includes any enactment, regulation or bylaw that, with or without modification, replaces or corresponds to that enactment, regulation or bylaw;
- a reference in this document to a Council Committee includes any Committee that replaces or corresponds to that Committee and involves substantially the same duties;
- a reference in this document to a Council officer position includes any Council officer position that replaces or corresponds to that Council officer position and involves substantially the same duties; and
- all financial limits stated in these delegations are GST exclusive.

Note: all delegations are subject to the restriction set out in clause 32(1) of Schedule 7 of the Local Government Act 2002, that the following powers are not included in these delegations:

- (a) the power to make a rate;
- (b) the power to make a bylaw;
- (c) the power to borrow money, or purchase or dispose of assets, other than in accordance with the long-term plan;
- (d) the power to adopt a long-term plan, annual plan, or annual report;
- (e) the power to appoint a chief executive;
- (f) the power to adopt policies required to be adopted and consulted on under this Act in association with the long-term plan or developed for the purpose of the local governance statement;
- (g) the power to adopt a remuneration and employment policy.

| Legislation and Authority  | Powers Delegated   |
|--|--|
| <b>Building Act 2004, any regulations made under that Act, and the Building Code (Schedule 1 to Building Regulations 1992)</b><br>To the Chief Executive with power of sub-delegation to officers. | Under section 232 of the Building Act 2004 – delegation of authority to exercise and administer all responsibilities, duties and powers of the Council as a Territorial Authority and Building Consent Authority under the Building Act 2004, any regulations made under that Act and the Building Code (Schedule 1 to the Building Regulations 1992) including delegation to the Chief Executive (with the power to sub-delegate) to write off sundry debts to the value of \$1,000, <b>except</b> : <ul style="list-style-type: none"> <li>• the adoption, amendment or replacement of the Council's policy on dangerous, earthquake prone and insanitary buildings as required by sections 131 and 132;</li> <li>• the making of arrangements to transfer functions to another building authority under section 213;</li> <li>• the transfer of functions, duties or powers of a territorial authority to another territorial authority under sections 233-236;</li> <li>• the setting of fees or charges under section 219.</li> </ul> |



## Appendix A

| Legislation and Authority   | Powers Delegated   |
|---|--|
| <b>Burial and Cremation Act 1964 and any regulations made under that Act, including the Burial and Cremation (Removal of Monuments and Tablets) Regulations 1967</b><br>To the Chief Executive with power of sub-delegation to officers except that the Chief Executive may not sub-delegate the power to appoint officers under section 19 of the Act. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to: <ul style="list-style-type: none"> <li>• manage cemeteries as set out in sections 8 and 9;</li> <li>• sell burial plots under section 10;</li> <li>• appoint officers under section 19 to assist in execution of Act;</li> <li>• enable burials of poor persons to take place free of charge under section 49;</li> <li>• prosecute in relation to offences under sections 54AA to 57;</li> <li>• give notice, advertise and remove dilapidated or neglected monuments or tablets under the Burial and Cremation (Removal of Monuments and Tablets) Regulations 1967.</li> </ul> |

| Legislation and Authority   | Powers Delegated  |
|---|---|
| <b>Criminal Procedure Act 2011 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers and the Enforcement Decision Group. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act. |

| Legislation and Authority   | Powers Delegated  |
|---|---|
| <b>Dog Control Act 1996 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to: <ul style="list-style-type: none"> <li>• appoint dog control officers and dog rangers under section 11 and section 12;</li> <li>• classify a person as a probationary owner under section 21, remove that classification under section 23 and require that person to undergo probationary training under section 23A;</li> <li>• disqualify a person from being an owner of a dog under section 25;</li> <li>• classify a dog as dangerous under section 31;</li> <li>• provide consent for disposal of dangerous dog to other persons if satisfied that conditions are met as set out in section 33;</li> <li>• classify as menacing by behaviour, characteristic or breed as set out in section 33A and section 33C, and require a menacing dog to be neutered under section 33EB;</li> <li>• authorise persons other than dog control officers to issue infringement notices under section 66;</li> <li>• impound and subsequently dispose of a dog under section 69;</li> <li>• dispose of or return under section 70 a dog impounded for barking;</li> </ul> |

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| Legislation and Authority   | Powers Delegated  |
|---|---|
|   | <ul style="list-style-type: none"> <li>• retain a dog threatening public safety under section 71;</li> <li>• dispose of dog seized as set out in section 71A.</li> </ul>  |
| Legislation and Authority   | Powers Delegated  |
| <b>Family and Whānau Violence Act 1995 and any regulations made under that Act, including the Domestic Violence (Public Registers) Regulations 1998</b><br>To the Chief Executive with power of sub-delegation to officers. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under Part 6 "Non-publication of information relating to protected person on public registers" of the Family and Whānau Violence Act 1995 and any regulations made under the Act. |
| Legislation and Authority   | Powers Delegated  |
| <b>Fencing Act 1978 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.   | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.   |
| Legislation and Authority   | Powers Delegated  |
| <b>Fire Safety and Evacuation of Building Regulations 2006</b><br>To the Chief Executive with power of sub-delegation to officers.  | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the regulation.   |
| Legislation and Authority   | Powers Delegated  |
| <b>Food Act 2014 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.  | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act except those powers specified in section 34 of the Act (which relates to the power to grant an exemption).                   |
| Legislation and Authority   | Powers Delegated  |
| <b>Freedom Camping Act 2011 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.   | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to appoint enforcement officers under section 32 of the Act.                  |
| Legislation and Authority   | Powers Delegated  |
| <b>Gambling Act 2003 and any regulations made under that Act</b><br>To the Chief Executive with   | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to consider   |

## Appendix A

| power of sub-delegation to officers.<br>Delegation does not include the adoption, amendment or replacement of a class 4 venue policy under sections 101 – 102. | applications for territorial authority consent for class 4 venue licenses in accordance with the class 4 venue policy and: <ul style="list-style-type: none"> <li>• grant consent with or without specifying the maximum number of machines that can be operated at the venue; or</li> <li>• not grant consent.</li> </ul>  |
|--|---|
| <b>Legislation and Authority</b>   | <b>Powers Delegated</b>   |
| <b>Health Act 1956 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.                             | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act <b>including</b> but not limited to: <ul style="list-style-type: none"> <li>• the power to appoint Environmental Health Officers under section 28;</li> <li>• the power to issue cleansing orders under section 41;</li> <li>• the power to issue repair or closing orders under section 42;</li> <li>• issuing consent for the establishment of any offensive trade under section 54;</li> <li>• the power to initiate proceedings under section 33 in respect of nuisances;</li> <li>• the Council's powers in relation to back-flow prevention systems and devices under section 69ZZZ;</li> <li>• the power to cleanse and disinfect premises or articles under section 82.</li> </ul> |
| <b>Legislation and Authority</b>   | <b>Powers Delegated</b>   |
| <b>Impounding Act 1955 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.                         | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to appoint poundkeepers, deputies and rangers under section 8 and section 9 for the proper carrying out of the provisions of this Act, <b>except</b> the powers contained in section 14(1) of the Act (setting pound fees).   |
| <b>Legislation and Authority</b>   | <b>Powers Delegated</b>   |
| <b>Land Transport Act 1998 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.                     | Delegation of authority to exercise and administer all responsibilities, duties and powers of Council under the Act, any regulations made under that Act and associated requirements of the Land Transport Rules <b>including</b> but not limited to the power to: <ul style="list-style-type: none"> <li>• appoint parking wardens under section 128D.</li> </ul>  |
| <b>Legislation and Authority</b>   | <b>Powers Delegated</b>   |
| <b>Litter Act 1979 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.                             | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the powers to: <ul style="list-style-type: none"> <li>• appoint litter control officers as set out in section 5;</li> <li>• require the provision and maintenance of litter receptacles under section 9;</li> <li>• issue notices under section 10 in relation to litter;</li> <li>• make grants or spend money on campaigns for the abatement or prevention of litter under section 11;</li> </ul>   |

## Appendix A

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>• issue infringement notices under section 14.</li> </ul> |
|--|--|

| Legislation and Authority  | Powers Delegated  |
|--|---|
| <b>Local Government Act 1974 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to: <ul style="list-style-type: none"> <li>• repair local roads (section 319(a));</li> <li>• make various alterations to roads, such as levels, etc (section 319(c) to (i) and (k) to (j));</li> <li>• allocate property numbers (section 319B);</li> <li>• contribute to an adjoining districts road maintenance (section 324);</li> <li>• seek payments for betterment (section 326);</li> <li>• construct footpaths and channels (section 331); cycle tracks (section 332); dividing strips (section 333); monuments, etc (section 334); lighting (section 334A); vehicle crossings (section 335); transport shelters (section 339);</li> <li>• require alterations to pipes and drains and apparatus on or under roads (section 337);</li> <li>• grant rights to lay pipes (section 338);</li> <li>• enable construction of motor garages (section 340) (subject to RMA process);</li> <li>• enter into leases of air space or subsoil (section 341);</li> <li>• contribute to the cost of railway, subways or bridges (section 341A);</li> <li>• enable gates and cattle stops (section 344);</li> <li>• contribute towards Maori road ways (section 324A);</li> <li>• declare roads to be limited access roads;</li> <li>• permit the construction of private roads;</li> <li>• permit the construction of cellars or excavation in the vicinity of road (section 354);</li> <li>• require the removal of overhanging trees (section 355);</li> <li>• remove abandoned vehicles from roads (section 356);</li> <li>• prosecute in relation to penalties for damage to roads (section 357);</li> <li>• provide parking places in buildings and transport stations under section 591;</li> <li>• make and maintain drainage channels (sections 509 to 511);</li> <li>• make allowances (grants) to the owner of land to enable work to keep drainage channels clear (section 514); and</li> <li>• issue infringement notices and prosecute for offences under the Act.</li> </ul> |

| Legislation and Authority  | Powers Delegated  |
|--|---|
| <b>Local Government Act 2002 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>except:</b> <ul style="list-style-type: none"> <li>• the powers set out in clause 32(1)(a) to (h) of Schedule 7 of the Act;</li> <li>• any Local Government Act 2002 power expressly reserved to the Council or expressly delegated by the Council to a committee;</li> <li>• where sections 138 or 140 of the Local Government</li> </ul> |

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| Legislation and Authority | Powers Delegated  |
|---------------------------|---|
|                           | <p>Act 2002 apply; or</p> <ul style="list-style-type: none"> <li>as limited by the conditions set out below.</li> </ul> <p>Delegation of authority to affix the Council's common seal:</p> <ul style="list-style-type: none"> <li>to any warrants issued by the Council where the warrants authorise entry onto private land on behalf of the Council;</li> <li>to any deed entered into by Council (Note that leases, easements, instruments and other land-related documents are deemed to have the same effect as deeds and should be executed as deeds. See clause 13 of the Land Transfer Regulations 2002);</li> <li>to any document that has been prepared to implement a resolution previously made by the Council; and</li> <li>in any other situation where the Council is directed by legislation to use its common seal;</li> </ul> <p>providing that the signature of the Chief Executive followed by that of the Mayor or Deputy Mayor and one Councillor have first been obtained and that the use of the common seal is recorded in a register and advised to Council on a weekly basis via the Elected Members Bulletin.</p> <p>Without limiting the powers delegated to the Chief Executive above, the Chief Executive may:</p> <ul style="list-style-type: none"> <li>implement any proposal or decision contained within the Council's Long Term Plan (LTP) or Annual Plan or other adopted Council policy;</li> <li>issue warrants under the Local Government Act 2002 or any other enactment under which Council officers may be warranted;</li> <li>appoint enforcement officers under section 177 of the Act;</li> <li>give approval to matters or activities relating to land or buildings under the control, authorisation or ownership of the Council, except as limited by clause 32(1)(c) of Schedule 7 of the Act;</li> <li>grant leases of residential properties (see note above about deed execution);</li> <li>grant leases of Council land <b>property</b> or non-residential buildings where the term of the lease is <b>10</b> years or less, <b>including right of renewals</b> and where the total rent over the duration of the lease aligns with a Council Officer's financial delegation (see note above about deed execution);</li> <li>grant licences to occupy Council land <b>property</b> where the term of the licence is 3 years or less (see note above about deed execution);</li> <li>grant easements over land (see note above about deed execution); and</li> <li><b>enter into other deeds, contracts or agreements (including but not limited to leases of non-Council property and licences to occupy non-Council</b></li> </ul> |

## Appendix A

| Legislation and Authority | Powers Delegated  |
|---------------------------|---|
|                           | <p>property).</p> <ul style="list-style-type: none"> <li>Enter into leases of non-Council land where the term of the lease is 3 years or less and where the total rent over the duration of the lease aligns with a Council Officer's financial delegation; and</li> <li>enter into licences to occupy non-Council land where the term of the licence is 3 years or less.</li> </ul> <p>The following conditions apply to the exercise of the Chief Executive's delegated powers under the Act:</p> <ul style="list-style-type: none"> <li>The Chief Executive may commit Council expenditure for any deeds, contracts or agreements up to \$2.4million, for any one deed, contract or agreement, including the authority to enter into such a deed, contract or agreement, providing that before exercising these powers the Chief Executive is satisfied that full allowance has been made and remains for the proposed expenditure in an approved budget and that, if applicable, all tenders accepted over a value of \$250,000 are reported to the Strategy and Operations and Finance Committee;</li> <li>The Chief Executive may sub-delegate the authority to commit the Council to expenditure for any deeds, contracts or other agreements under approved circumstances eg mediation, leases of non-Council property and licences to occupy non-Council property, and subject to any conditions that the Chief Executive may impose, for a lesser amount than \$600,000 and no more than an officer's financial delegation, for any one deed, contract or agreement, including the authority to enter into such a deed, contract or agreement, providing that before exercising these powers the sub-delegate is satisfied that full allowance has been made and remains for the proposed expenditure in an approved budget and that, if applicable, all tenders accepted over a value of \$250,000 are reported to the Strategy and Operations and Finance Committee;</li> <li>The Chief Executive (with the power to sub-delegate) may write off sundry debts (excluding rating debts) up to the value of \$1,000 per debt.</li> </ul> <p>See Reserves Act 1977 for delegations in respect of leases on reserve land.</p> |

## Appendix A

| Legislation and Authority  | Powers Delegated   |
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| <b>Local Government Official Information and Meetings Act 1987 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers and, in respect of Parts 2 to 5 of the Act, to employees.                  | Delegation, under section 42 of the Local Government Official Information and Meetings Act 1987, of authority to exercise and administer all responsibilities, duties and powers of the Council under Parts 2 to 5 of the Act and any regulations made under the Act, <b>except</b> those in section 32 (which relates to responses to recommendations made by the Ombudsman under section 30(1)).<br><br>Delegation, under clause 32 in Schedule 7 of the Local Government Act 2002, of authority to exercise and administer all responsibilities, duties and powers of the Council under section 44A of the Act. |
| Legislation and Authority  | Powers Delegated   |
| <b>Local Government (Rating) Act 2002 and any regulations made under that Act</b><br>To the Chief Executive, the Group Manager Corporate Services, Chief Financial Officer, Manager Financial Accounting and Manager Financial Planning and Performance. | Delegation, under section 132, of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>except</b> : <ul style="list-style-type: none"> <li>• the power to make further delegations;</li> <li>• functions, powers and duties conferred by subpart 2 of Part 1 (key provisions on what is rateable, i.e. who must pay rates, and kinds of rates that may be set);</li> <li>• functions, powers and duties conferred by subpart 1 of Part 5 (replacement of rates).</li> </ul>  |
| Legislation and Authority  | Powers Delegated   |
| <b>Machinery Act 1950 and any regulations made under that Act, including the Amusement Devices Regulations 1978</b><br>To the Chief Executive with power of sub-delegation to officers.  | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act including the Amusement Devices Regulations 1978, <b>including</b> but not limited to the power under section 21A of the Act to authorise, permit and carry out inspections in relation to amusement devices.   |
| Legislation and Authority  | Powers Delegated   |
| <b>Privacy Act 1993 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.  | Delegation, under section 124 of the Privacy Act 1993, of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |
| Legislation and Authority  | Powers Delegated   |
| <b>Property Law Act 2007 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.   | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |



## Appendix A

| Legislation and Authority   | Powers Delegated   |
|---|--|
| <b>Public Works Act 1981 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.      | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to the power to: <ul style="list-style-type: none"> <li>• deal with trees on roads (sections 133 to 135);</li> <li>• enter onto land (under section 234) to repair public works;</li> <li>• control excavations near public works (under section 237);</li> <li>• remove property abandoned on land for a public work (under section 239);</li> <li>• bring action for damages to public works (under section 238) and to recover land from persons holding illegal possession (under section 240);</li> <li>• prosecute in respect of offences against the Act.</li> </ul> |
| Legislation and Authority   | Powers Delegated   |
| <b>Racing Act 2003 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.            | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |
| Legislation and Authority   | Powers Delegated   |
| <b>Railways Act 2005 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.          | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> but not limited to: <ul style="list-style-type: none"> <li>• the section 74 duty to maintain drains above or under railway infrastructure;</li> <li>• the section 83 duty to maintain level crossings.</li> </ul>   |
| Legislation and Authority   | Powers Delegated   |
| <b>Rates Rebate Act 1973 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers.      | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |
| Legislation and Authority   | Powers Delegated   |
| <b>Rating Valuations Act 1998 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers. | Delegation, under section 50(1) of the Rating Valuations Act 1998, of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |
| Legislation and Authority   | Powers Delegated   |
| <b>Reserves Act 1977 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to                    | Delegation of authority to exercise and administer all responsibilities, duties and powers* of the Council in its role as <b>landowner, Administering Body or where appointed to control and manage</b> , and as a delegate of the Minister of Conservation, under the Reserves Act  |



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| officers. | <p>1977 and any regulations made under the Act and management plans <b>including but not limited to the power to:</b></p> <p>a) publicly notify the intention to grant a lease, licence, easement, concession or permit and where no objections are received, to grant the lease, licence, easement, or permit.</p> <p><b>Except:</b></p> <ul style="list-style-type: none"> <li>a) the power to declare land to be a reserve and the power to hear objections and make a decision on whether to confirm the resolution under section 14 (other than the power to attend to gazettal under section 14(4);</li> <li>b) the power to exchange reserve land for other land under section 15;</li> <li>c) the power to classify reserves, by Gazette notice, according to their principal or primary purpose under section 16(1);</li> <li>d) the power to give full consideration to objections and submissions under 16(4);</li> <li>e) the power to change a classification or purpose of a reserve, consider objections and form an opinion that the change in the classification of a scenic, nature, scientific or historic reserve is justified under section 24(1), 24(2)(e), 24(3) and 24(5);</li> <li>f) the power under section 25(1) to dispose of land in such manner and for such purposes as the Minister specifies following the revocation of the reservation of any public reserve (or part of one) under section 24;</li> <li>g) the power to approve reserve management plans under section 41(1);</li> <li>h) the power to give or decline approval for the erection of shelters, huts, cabins, lodges etc on any recreation or scenic reserve under section 45;</li> <li>i) the power under section 55(2)(a), (d), (e), (f) and (g) to decline or give consent to specific activities on a scenic reserve;</li> <li>j) the power under section 58(b) to set apart and use part of a reserve as a site for residences and other buildings;</li> <li>k) the power under section 73(5) to consent or decline consent in writing to a member of an administering body becoming the lessee of any land under the control of that body;</li> <li>l) the power under section 75(1) and (2) to consent or decline to consent to the afforestation of a recreation or local purpose reserve;</li> <li>m) the power to make bylaws under section 106;</li> <li>n) the power to grant licences pursuant to Section 48A of the Reserves Act 1977 for the use of a reserve for a communications station (such granting of licences to be subject where appropriate to the approval of the appropriate Minister of the Crown and the provision of the First Schedule of the Reserves Act 1977);</li> <li>o) the power to hear and report to Council on submissions and to make recommendations to</li> </ul> |
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## Appendix A

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|   | <p>Council on decisions, relating to the revocation of reserve land;</p> <p>p) the power to determine from time to time whether a park has Districtwide importance and is therefore not a "local" park;</p> <p>q) any power that is expressly required by the Act to be exercised by resolution of the Council;</p> <p><del>r) the power to grant leases, licences, permits and easements for reserve land.</del></p> <p><b>For the avoidance of doubt:</b></p> <ul style="list-style-type: none"> <li>- exceptions b) and p) do not preclude the power to recommend or report to the <b>Strategy and Operations and Finance Committee</b> or Council on these matters;</li> <li>- exception r) does not include the powers relating to licences under section 74 as delegated to the <del>Chief Executive</del> and other officers below.</li> </ul> <p>* For leases, easements, transfers and other documents dealing with land, see notes about deed execution under the Local Government Act 2002 delegations</p> |
| To the <del>Chief Executive</del> , the Group Manager Place and Space and the Parks and Recreation Manager with no power of sub-delegation. | Delegation of the power under section 74 of the Reserves Act to issue and cancel licences to occupy reserves temporarily.   |

| Legislation and Authority   | Powers Delegated   |
|---|--|
| <b>Residential Tenancies Act 1986 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Residential Tenancies Act 1986 and any regulations made under the Act. |

| Legislation and Authority  | Powers Delegated  |
|--|---|
| <b>Resource Management Act 1991 and any regulations made under that Act</b><br>To the Chief Executive and the Deputy Chief Executive with no power of sub-delegation | Delegation, under section 34A of the Resource Management Act 1991, of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act, <b>including</b> delegation to the Chief Executive to write off sundry debts to the value of \$1,000, <b>except</b> : <ul style="list-style-type: none"> <li>• the power of delegation; or</li> <li>• the power of approval of a policy statement or plan under clause 17 of Schedule 1.</li> </ul> |

| Legislation and Authority   | Powers Delegated  |
|---|---|
| <b>Sale and Supply of Alcohol Act 2012 and any regulations made under that Act</b><br>To the Chief Executive. | <ul style="list-style-type: none"> <li>• Delegation of the power in section 197(5) to appoint a chief licensing inspector.</li> <li>• The Chief Executive is provided with general authority to exercise his/her power of delegation under section 198 of the Act.</li> </ul> |

## Appendix A

| Legislation and Authority  | Powers Delegated   |
|--|--|
| <b>Summary Proceedings Act 1957 and any regulations made under that Act</b><br>To the Chief Executive with power of sub-delegation to officers and the Enforcement Decision Group. | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |
| Legislation and Authority  | Powers Delegated   |
| <b>Trespass Act 1980</b><br>To the Chief Executive with power of sub-delegation to officers.   | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council as occupier of any place or land.  |
| Legislation and Authority  | Powers Delegated   |
| <b>Unit Titles Act 2010</b><br>To the Chief Executive with power of sub-delegation to officers.  | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act and any regulations made under the Act.  |
| Legislation and Authority  | Powers Delegated   |
| <b>Waste Minimisation Act 2008 and any regulation made under that Act.</b><br>To the Chief Executive with power of sub-delegation to officers.                                     | Delegation of authority to exercise and administer all responsibilities, duties and powers of the Council under the Act except the power to: <ul style="list-style-type: none"> <li>• prepare, adopt, amend or revoke a waste management and minimisation plan; or</li> <li>• make or review a bylaw.</li> </ul>   |
| Legislation and Authority  | Powers Delegated   |
| <b>Kapiti Coast District Council General Bylaw and all other Bylaws</b><br>To the Chief Executive with power of sub-delegation to officers   | The Council appoints the Chief Executive as an authorised officer under the Kapiti Coast District Council General Bylaw, and as the appropriate officer designation under all other Bylaws.<br>Delegation of authority to exercise and administer all responsibilities, duties and powers of Council under the Kapiti Coast District Council General Bylaw and all other Bylaws, <b>including</b> but not limited to authority to do all things necessary to: <ul style="list-style-type: none"> <li>• implement and uphold the Kapiti Coast District Council General Bylaw and all other Bylaws;</li> <li>• appoint Council staff members as authorised officers under the Kapiti Coast District Council General Bylaw, and appoint Council staff members as officers with the appropriate officer designation under all other Bylaws;</li> <li>• sub-delegate generally and particularly any of those powers conferred upon the Chief Executive under the Kapiti Coast District Council General Bylaw and all other Bylaws.</li> </ul> |



Appendix B Council Resource Management Act 1991 Delegations to Staff

[illegible]

Appendix B Council Resource Management Act 1991 Delegations to Staff

| Delegations to positions under section 34A of the Resource Management Act 1991 | CLIC | RD/VAL/DE | RD/CH/DE | 1st | 2nd | 3rd | 4th | 5th | 6th | 7th | 8th | 9th | 10th | 11th | 12th | 13th | 14th | 15th | 16th | 17th | 18th | 19th | 20th | 21st | 22nd | 23rd | 24th | 25th | 26th | 27th | 28th | 29th | 30th | 31st | 32nd | 33rd | 34th | 35th | 36th | 37th | 38th | 39th | 40th | 41st | 42nd | 43rd | 44th | 45th | 46th | 47th | 48th | 49th | 50th | 51st | 52nd | 53rd | 54th | 55th | 56th | 57th | 58th | 59th | 60th | 61st | 62nd | 63rd | 64th | 65th | 66th | 67th | 68th | 69th | 70th | 71st | 72nd | 73rd | 74th | 75th | 76th | 77th | 78th | 79th | 80th | 81st | 82nd | 83rd | 84th | 85th | 86th | 87th | 88th | 89th | 90th | 91st | 92nd | 93rd | 94th | 95th | 96th | 97th | 98th | 99th | 100th | 101st | 102nd | 103rd | 104th | 105th | 106th | 107th | 108th | 109th | 110th | 111th | 112th | 113th | 114th | 115th | 116th | 117th | 118th | 119th | 120th | 121st | 122nd | 123rd | 124th | 125th | 126th | 127th | 128th | 129th | 130th | 131st | 132nd | 133rd | 134th | 135th | 136th | 137th | 138th | 139th | 140th | 141st | 142nd | 143rd | 144th | 145th | 146th | 147th | 148th | 149th | 150th | 151st | 152nd | 153rd | 154th | 155th | 156th | 157th | 158th | 159th | 160th | 161st | 162nd | 163rd | 164th | 165th | 166th | 167th | 168th | 169th | 170th | 171st | 172nd | 173rd | 174th | 175th | 176th | 177th | 178th | 179th | 180th | 181st | 182nd | 183rd | 184th | 185th | 186th | 187th | 188th | 189th | 190th | 191st | 192nd | 193rd | 194th | 195th | 196th | 197th | 198th | 199th | 200th | 201st | 202nd | 203rd | 204th | 205th | 206th | 207th | 208th | 209th | 210th | 211st | 212nd | 213rd | 214th | 215th | 216th | 217th | 218th | 219th | 220th | 221st | 222nd | 223rd | 224th | 225th | 226th | 227th | 228th | 229th | 230th | 231st | 232nd | 233rd | 234th | 235th | 236th | 237th | 238th | 239th | 240th | 241st | 242nd | 243rd | 244th | 245th | 246th | 247th | 248th | 249th | 250th | 251st | 252nd | 253rd | 254th | 255th | 256th | 257th | 258th | 259th | 260th | 261st | 262nd | 263rd | 264th | 265th | 266th | 267th | 268th | 269th | 270th | 271st | 272nd | 273rd | 274th | 275th | 276th | 277th | 278th | 279th | 280th | 281st | 282nd | 283rd | 284th | 285th | 286th | 287th | 288th | 289th | 290th | 291st | 292nd | 293rd | 294th | 295th | 296th | 297th | 298th | 299th | 300th | 301st | 302nd | 303rd | 304th | 305th | 306th | 307th | 308th | 309th | 310th | 311st | 312nd | 313rd | 314th | 315th | 316th | 317th | 318th | 319th | 320th | 321st | 322nd | 323rd | 324th | 325th | 326th | 327th | 328th | 329th | 330th | 331st | 332nd | 333rd | 334th | 335th | 336th | 337th | 338th | 339th | 340th | 341st | 342nd | 343rd | 344th | 345th | 346th | 347th | 348th | 349th | 350th | 351st | 352nd | 353rd | 354th | 355th | 356th | 357th | 358th | 359th | 360th | 361st | 362nd | 363rd | 364th | 365th | 366th | 367th | 368th | 369th | 370th | 371st | 372nd | 373rd | 374th | 375th | 376th | 377th | 378th | 379th | 380th | 381st | 382nd | 383rd | 384th | 385th | 386th | 387th | 388th | 389th | 390th | 391st | 392nd | 393rd | 394th | 395th | 396th | 397th | 398th | 399th | 400th | 401st | 402nd | 403rd | 404th | 405th | 406th | 407th | 408th | 409th | 410th | 411st | 412nd | 413rd | 414th | 415th | 416th | 417th | 418th | 419th | 420th | 421st | 422nd | 423rd | 424th | 425th | 426th | 427th | 428th | 429th | 430th | 431st | 432nd | 433rd | 434th | 435th | 436th | 437th | 438th | 439th | 440th | 441st | 442nd | 443rd | 444th | 445th | 446th | 447th | 448th | 449th | 450th | 451st | 452nd | 453rd | 454th | 455th | 456th | 457th | 458th | 459th | 460th | 461st | 462nd | 463rd | 464th | 465th | 466th | 467th | 468th | 469th | 470th | 471st | 472nd | 473rd | 474th | 475th | 476th | 477th | 478th | 479th | 480th | 481st | 482nd | 483rd | 484th | 485th | 486th | 487th | 488th | 489th | 490th | 491st | 492nd | 493rd | 494th | 495th | 496th | 497th | 498th | 499th | 500th | 501st | 502nd | 503rd | 504th | 505th | 506th | 507th | 508th | 509th | 510th | 511st | 512nd | 513rd | 514th | 515th | 516th | 517th | 518th | 519th | 520th | 521st | 522nd | 523rd | 524th | 525th | 526th | 527th | 528th | 529th | 530th | 531st | 532nd | 533rd | 534th | 535th | 536th | 537th | 538th | 539th | 540th | 541st | 542nd | 543rd | 544th | 545th | 546th | 547th | 548th | 549th | 550th | 551st | 552nd | 553rd | 554th | 555th | 556th | 557th | 558th | 559th | 560th | 561st | 562nd | 563rd | 564th | 565th | 566th | 567th | 568th | 569th | 570th | 571st | 572nd | 573rd | 574th | 575th | 576th | 577th | 578th | 579th | 580th | 581st | 582nd | 583rd | 584th | 585th | 586th | 587th | 588th | 589th | 590th | 591st | 592nd | 593rd | 594th | 595th | 596th | 597th | 598th | 599th | 600th | 601st | 602nd | 603rd | 604th | 605th | 606th | 607th | 608th | 609th | 610th | 611st | 612nd | 613rd | 614th | 615th | 616th | 617th | 618th | 619th | 620th | 621st | 622nd | 623rd | 624th | 625th | 626th | 627th | 628th | 629th | 630th | 631st | 632nd | 633rd | 634th | 635th | 636th | 637th | 638th | 639th | 640th | 641st | 642nd | 643rd | 644th | 645th | 646th | 647th | 648th | 649th | 650th | 651st | 652nd | 653rd | 654th | 655th | 656th | 657th | 658th | 659th | 660th | 661st | 662nd | 663rd | 664th | 665th | 666th | 667th | 668th | 669th | 670th | 671st | 672nd | 673rd | 674th | 675th | 676th | 677th | 678th | 679th | 680th | 681st | 682nd | 683rd | 684th | 685th | 686th | 687th | 688th | 689th | 690th | 691st | 692nd | 693rd | 694th | 695th | 696th | 697th | 698th | 699th | 700th | 701st | 702nd | 703rd | 704th | 705th | 706th | 707th | 708th | 709th | 710th | 711st | 712nd | 713rd | 714th | 715th | 716th | 717th | 718th | 719th | 720th | 721st | 722nd | 723rd | 724th | 725th | 726th | 727th | 728th | 729th | 730th | 731st | 732nd | 733rd | 734th | 735th | 736th | 737th | 738th | 739th | 740th | 741st | 742nd | 743rd | 744th | 745th | 746th | 747th | 748th | 749th | 750th | 751st | 752nd | 753rd | 754th | 755th | 756th | 757th | 758th | 759th | 760th | 761st | 762nd | 763rd | 764th | 765th | 766th | 767th | 768th | 769th | 770th | 771st | 772nd | 773rd | 774th | 775th | 776th | 777th | 778th | 779th | 780th | 781st | 782nd | 783rd | 784th | 785th | 786th | 787th | 788th | 789th | 790th | 791st | 792nd | 793rd | 794th | 795th | 796th | 797th | 798th | 799th | 800th | 801st | 802nd | 803rd | 804th | 805th | 806th | 807th | 808th | 809th | 810th | 811st | 812nd | 813rd | 814th | 815th | 816th | 817th | 818th | 819th | 820th | 821st | 822nd | 823rd | 824th | 825th | 826th | 827th | 828th | 829th | 830th | 831st | 832nd | 833rd | 834th | 835th | 836th | 837th | 838th | 839th | 840th | 841st | 842nd | 843rd | 844th | 845th | 846th | 847th | 848th | 849th | 850th | 851st | 852nd | 853rd | 854th | 855th | 856th | 857th | 858th | 859th | 860th | 861st | 862nd | 863rd | 864th | 865th | 866th | 867th | 868th | 869th | 870th | 871st | 872nd | 873rd | 874th | 875th | 876th | 877th | 878th | 879th | 880th | 881st | 882nd | 883rd | 884th | 885th | 886th | 887th | 888th | 889th | 890th | 891st | 892nd | 893rd | 894th | 895th | 896th | 897th | 898th | 899th | 900th | 901st | 902nd | 903rd | 904th | 905th | 906th | 907th | 908th | 909th | 910th | 911st | 912nd | 913rd | 914th | 915th | 916th | 917th | 918th | 919th | 920th | 921st | 922nd | 923rd | 924th | 925th | 926th | 927th | 928th | 929th | 930th | 931st | 932nd | 933rd | 934th | 935th | 936th | 937th | 938th | 939th | 940th | 941st | 942nd | 943rd | 944th | 945th | 946th | 947th | 948th | 949th | 950th | 951st | 952nd | 953rd | 954th | 955th | 956th | 957th | 958th | 959th | 960th | 961st | 962nd | 963rd | 964th | 965th | 966th | 967th | 968th | 969th | 970th | 971st | 972nd | 973rd | 974th | 975th | 976th | 977th | 978th | 979th | 980th | 981st | 982nd | 983rd | 984th | 985th | 986th | 987th | 988th | 989th | 990th | 991st | 992nd | 993rd | 994th | 995th | 996th | 997th | 998th | 999th | 1000th | 1001st | 1002nd | 1003rd | 1004th | 1005th | 1006th | 1007th | 1008th | 1009th | 1010th | 1011st | 1012nd | 1013rd | 1014th | 1015th | 1016th | 1017th | 1018th | 1019th | 1020th | 1021st | 1022nd | 1023rd | 1024th | 1025th | 1026th | 1027th | 1028th | 1029th | 1030th | 1031st | 1032nd | 1033rd | 1034th | 1035th | 1036th | 1037th | 1038th | 1039th | 1040th | 1041st | 1042nd | 1043rd | 1044th | 1045th | 1046th | 1047th | 1048th | 1049th | 1050th | 1051st | 1052nd | 1053rd | 1054th | 1055th | 1056th | 1057th | 1058th | 1059th | 1060th | 1061st | 1062nd | 1063rd | 1064th | 1065th | 1066th | 1067th | 1068th | 1069th | 1070th | 1071st | 1072nd | 1073rd | 1074th | 1075th | 1076th | 1077th | 1078th | 1079th | 1080th | 1081st | 1082nd | 1083rd | 1084th | 1085th | 1086th | 1087th | 1088th | 1089th | 1090th | 1091st | 1092nd | 1093rd | 1094th | 1095th | 1096th | 1097th | 1098th | 1099th | 1100th | 1101st | 1102nd | 1103rd | 1104th | 1105th | 1106th | 1107th | 1108th | 1109th | 1110th | 1111st | 1112nd | 1113rd | 1114th | 1115th | 1116th | 1117th | 1118th | 1119th | 1120th | 1121st | 1122nd | 1123rd | 1124th | 1125th | 1126th | 1127th | 1128th | 1129th | 1130th | 1131st | 1132nd | 1133rd | 1134th | 1135th | 1136th | 1137th | 1138th | 1139th | 1140th | 1141st | 1142nd | 1143rd | 1144th | 1145th | 1146th | 1147th | 1148th | 1149th | 1150th | 1151st | 1152nd | 1153rd | 1154th | 1155th | 1156th | 1157th | 1158th | 1159th | 1160th | 1161st | 1162nd | 1163rd | 1164th | 1165th | 1166th | 1167th | 1168th | 1169th | 1170th | 1171st | 1172nd | 1173rd | 1174th | 1175th | 1176th | 1177th | 1178th | 1179th | 1180th | 1181st | 1182nd | 1183rd | 1184th | 1185th | 1186th | 1187th | 1188th | 1189th | 1190th | 1191st | 1192nd | 1193rd | 1194th | 1195th | 1196th | 1197th | 1198th | 1199th | 1200th | 1201st | 1202nd | 1203rd | 1204th | 1205th | 1206th | 1207th | 1208th | 1209th | 1210th | 1211st | 1212nd | 1213rd | 1214th | 1215th | 1216th | 1217th | 1218th | 1219th | 1220th | 1221st | 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## Appendix C

## Appendix C: Glossary of Resource Management Act 1991 Sections Delegated to Staff

**Section**

|          |  |
|----------|--|
| 10       | Certain existing uses in relation to land protected  |
| 10A      | Certain existing activities allowed  |
| 10B      | Certain existing building works allowed  |
| 22       | Duty to give certain information   |
| 32       | Requirements for preparing and publishing evaluation reports   |
| 35       | Duty to gather information, monitor, and keep records  |
| 35A      | Duty to keep records about iwi and hapu  |
| 36(5)    | Administrative charges - Except where regulations are made under section 360F, if a charge fixed under this section is, in any particular case, inadequate to enable a local authority to recover its actual and reasonable costs in respect of the matter concerned, the local authority may require the person who is liable to pay the charge to also pay an additional charge to the local authority |
| 36AA(1)  | Local authority policy on discounting administrative charges   |
| 36AAB(1) | A local authority may, in any particular case and in its absolute discretion, remit the whole or any part of any charge of a kind referred to in section 36 that would otherwise be payable  |
| 37       | Power of waiver and extension of time limits   |
| 37A      | Requirements for waivers and extensions  |
| 38(5)    | Authorisation and responsibilities of enforcement officers - The local authority or Minister shall supply every enforcement officer with a warrant, and that warrant shall clearly state the functions and powers that the person concerned has been authorised to exercise and carry out under this Act   |
| 41B      | Directions to provide evidence within time limits  |
| 42       | Protection of sensitive information  |
| 42A      | Reports to local authority   |
| 44A      | Local authority recognition of national environmental standards  |
| 55       | Local authority recognition of national policy statements  |
| 58L-U    | The mana whakahono process (iwi participation arrangement process)   |
| 80       | Combined regional and district documents   |

RMA delegations glossary to Council 12 December 2019

## Appendix C

**Section**

|       |   |
|-------|---|
| 86D   | Environment Court may order rule to have legal effect from date other than standard date    |
| 87AAD | Overview of application of this Part to boundary activities and fast track applications     |
| 87BA  | Boundary activities approved by neighbours on infringed boundaries are permitted activities |
| 87BB  | Activities meeting certain requirements are permitted activities                            |
| 87E   | Consent authority's decision on request   |
| 87F   | Consent authority's subsequent processing   |
| 87G   | Environment Court determines application  |
| 88    | Making an application   |
| 89A   | Applications affecting navigation to be referred to Maritime New Zealand                    |
| 91    | Deferral pending application for additional consents  |
| 92    | Further information, or agreement, may be requested   |
| 92A   | Responses to request  |
| 92B   | Responses to notification   |
| 95    | Time limit for public notification or limited notification                                  |
| 95A   | Public notification of consent application  |
| 95B   | Limited notification of consent applications  |
| 95C   | Public notification of consent application after request for further information or report  |
| 95D   | Consent authority decides if adverse effects likely to be more than minor                   |

## Appendix C

**Section**

|      |   |
|------|---|
| 95E  | Consent authority decides if person is affected person                      |
| 95F  | Status of protected customary rights group                                  |
| 98   | Advice of submissions to applicant  |
| 99   | Pre-hearing meetings  |
| 99A  | Mediation   |
| 100  | Obligation to hold a hearing  |
| 101  | Hearing date and notice   |
| 102  | Joint hearings by 2 or more consent authorities                             |
| 103  | Combined hearings in respect of 2 or more applications                      |
| 104  | Consideration of applications   |
| 104A | Determination of applications for controlled activities                     |
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37                      Choice of collaborative planning process

### 8.3 APPOINTMENT OF CHAIR AND DEPUTY CHAIR DISTRICT LICENSING COMMITTEE (DLC)

**Author:** Leyanne Belcher, Democracy Services Manager

**Authoriser:** Janice McDougall, Group Manager

#### PURPOSE OF REPORT

- 1 This report asks Council to:
  - 1.1 Authorise the Chief Executive to appoint a commissioner as Chair of the District Licensing Committee (DLC); and
  - 1.2 Confirm Cr Janet Holborow as Deputy Chair of the District Licensing Committee for the 2019-2022 Triennium.

#### 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. Cr Janet Holborow was appointed Deputy Chair of the DLC for 2016-2019 and continues in this role as the DLC was deemed not to be discharged at the end of the last Triennium. The Council is asked to confirm her in that role.
- 4 At its 10 October 2019 meeting the previous Council put in place a number of arrangements to allow council business to continue during the transitional period between triennia. This included arrangements for the continuation of alcohol licensing matters, as required.
- 5 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.
- 6 The other members of the DLC are Michael Dodson, Trevor Knowles, Fraser McInnes, Susie Mills and Philip Parkinson.

#### ISSUES AND OPTIONS

- 7 Under the provisions of the Act the Chair of the DLC may be an Elected Member or a commissioner. It is proposed that a commissioner be appointed. 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*
- 8 Other relevant legislative extracts from the Sale and Supply of Alcohol Act 2012 are at Appendix 1.
- 9 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.
- 10 The Act specifies that Commissioners may only be appointed "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." [S.193(2)]. The appointment of a

Commissioner allows the appointment of someone with the appropriate skills, knowledge and experience in what can be a contentious area of work.

- 11 With the Council's approval a recruitment process will be initiated, involving advertising the requirements of the role and making candidate selection criteria available. 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).
- 12 A further report will then be brought to the Council with details of the recommended appointee. The Council will then be required to recommend to the Chief Executive the appointment of that person as Chair.
- 13 Once appointed, Local Government New Zealand can provide training for the roles.

## CONSIDERATIONS

### Policy considerations

- 14 There are no policy considerations.

### Legal considerations

- 15 Relevant legislative extracts at Appendix 1 detail functions and membership of a DLC.

### Financial considerations

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

### Tāngata whenua considerations

- 17 The competencies for DLC members include an understanding of alcohol-related harm and its impact on Māori. The advertisement for roles will be circulated widely through iwi networks through partnership body Te Whakaminenga o Kāpiti.

## SIGNIFICANCE AND ENGAGEMENT

### Significance policy

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

### Engagement planning

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

### Publicity



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

## RECOMMENDATIONS

- 21 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;
- 22 That a selection panel comprising Senior Legal Counsel, Group Manager People and Partnerships and Mayor K. Gurunathan undertake the interviewing process.
- 23 That the Council confirms Cr Janet Holborow in the role of Deputy Chair of the District Licensing Committee for the 2019-2022 Triennium.



**APPENDICES**

1. Extracts from the Sale and Supply of Alcohol Act 2012 [!\[\]\(38441ceaa711016e0bf2ad46ad394ff4\_img.jpg\)](#) 
2. Selecting and appointing District Licensing Committees - a guide for councils [!\[\]\(781510d64f329bf3c880acf086e884d6\_img.jpg\)](#) 

**Appendix 1****Extracts from the Sale and Supply of Alcohol 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.

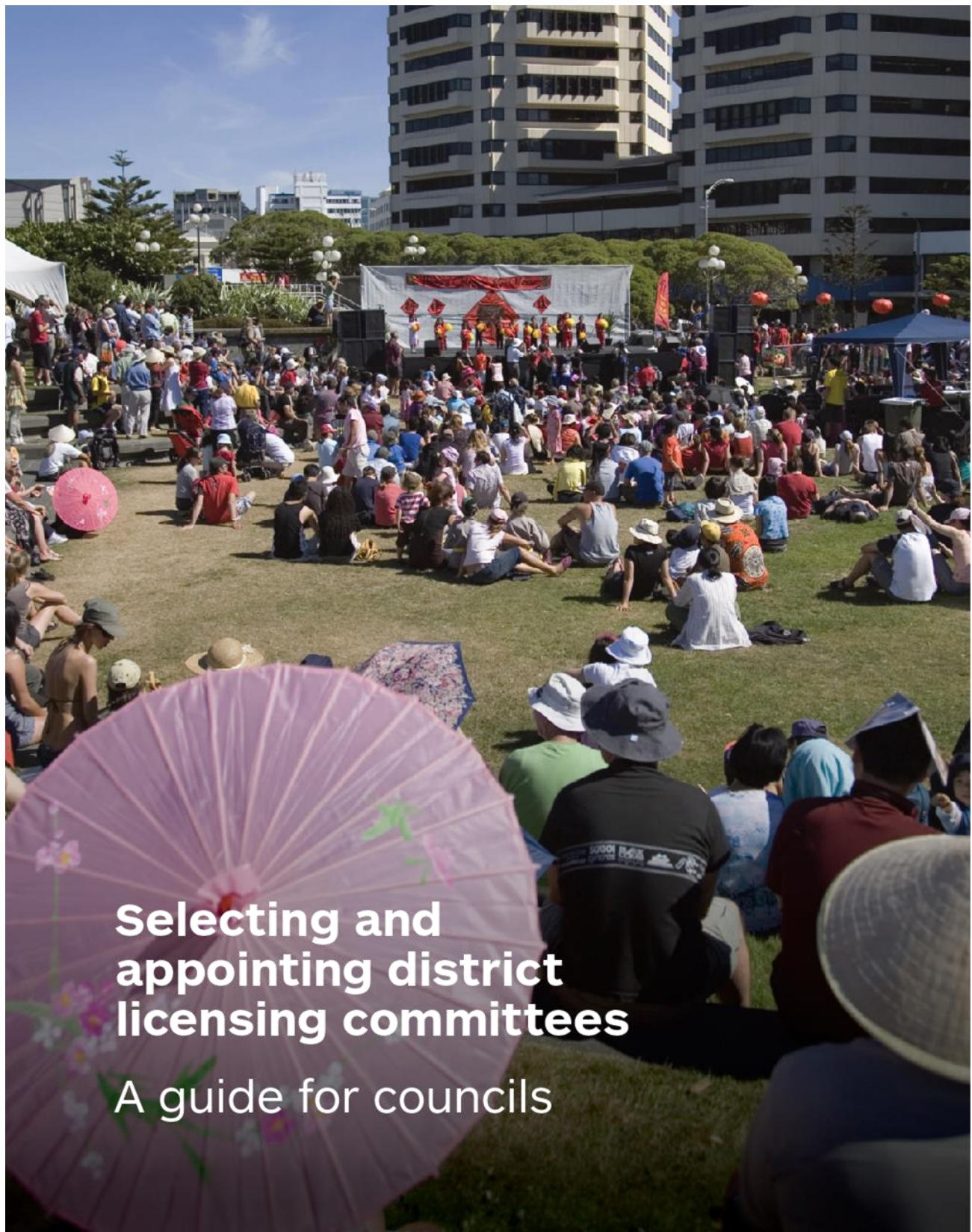
### **195 Fees and allowances for members**

(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.



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

**SOLGM**  
New Zealand Society of  
Local Government Managers

**hpa** health promotion  
agency  
TE HIRINGA HAUORA

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#### **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:

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## 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  |
|---|-----------|-----------|---|
| <b>Knowledge, understanding or experience of:</b>                                 |           |           |   |
| ✓ 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. |
| <b>Law and legal processes</b>  |           |           | <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.   |
| <b>Sale and Supply of Alcohol Act 2012</b>  |           |           |   |
| ✓ 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.  |

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|   | ESSENTIAL | DESIRABLE | EXPLANATION/COMMENTARY   |
|---|-----------|-----------|--|
| <b>Hearings</b>   |           |           | <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.   |
| <b>The community</b>  |           |           |  |
| ✓ 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"> <li>• the demography of the community</li> <li>• whether and how it is changing</li> <li>• the environment that the premises are, or would be, in</li> <li>• groups within the community who are particularly vulnerable to alcohol-related harm</li> <li>• whose views are (and aren't) being presented.</li> </ul>  |
| ✓ 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"> <li>• the local licensing environment: <ul style="list-style-type: none"> <li>– numbers and types of on- and off-licence and club licence premises</li> </ul> </li> <li>• 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"> <li>– who is affected, where, when?</li> <li>– where is the alcohol sold and supplied and consumed?</li> </ul> </li> </ul> |

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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.  |
| <b>Skills in:</b>  |           |           |  |
| <b>Communication and teamwork</b>  |           |           |  |
| ✓ 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"> <li>• email communication</li> <li>• research (eg, case law)</li> <li>• downloading, uploading and amending DLC documents and decisions.</li> </ul> |



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|  | 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.  |
| <b>Responsibilities of the chair</b>   |           |           |  |
| ✓ running hearings   | C         |           | The chair must be able to run or chair hearings in a way that: <ul style="list-style-type: none"> <li>• is fair and effective</li> <li>• is inclusive of members of the community appearing as objectors who may not be familiar with judicial processes</li> <li>• ensures that no party dominates proceedings</li> <li>• ensures procedures are correctly followed</li> <li>• achieves natural justice.</li> </ul> |
| ✓ 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"> <li>• are well structured, logical and clear</li> <li>• outline the considerations of the DLC in reaching its evaluations, opinions and conclusions</li> <li>• refer to relevant case law</li> <li>• are legally sound.</li> </ul>                                  |
| <b>Personal qualities</b>  |           |           |  |
| ✓ 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"> <li>Proactively seek out skilled candidates through relevant organisations or contacts</li> <li>Consider appointing a commissioner</li> <li>Consider having a combined members' list with neighbouring councils. This can provide a greater pool of skills and expertise to select from</li> <li>Think about training or mentoring to upskill your members (including regional and national training or mentoring)</li> <li>See Section 2.2.2 for information on skills required</li> </ul>  |
| <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"> <li>Consider the current and projected demographics of your community. Is your community changing? If so, how?</li> <li>Proactively seek out skilled candidates through relevant organisations or contacts to address gaps</li> <li>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?</li> <li>Consider having a combined members' list with neighbouring councils. This can provide a greater pool of skills and expertise to select from</li> <li>See Section 5.2 for more ideas</li> </ul>             |
| Politicisation of the process/ Councillors not supporting staff recommendations for appointments  | <ul style="list-style-type: none"> <li>Prepare and plan your process (see Section 5.3)</li> <li>Have a DLC Appointment Policy which sets out the process for appointments and reappointments</li> <li>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</li> <li>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)</li> </ul> |
| Too many members, chairs or commissioners   | <ul style="list-style-type: none"> <li>Prepare and plan your process (see Section 5.3)</li> <li>Consider the demand for alcohol licensing in your community and the make-up of the DLC to provide for it (see Section 4.1)</li> <li>Clarify your community's requirements in your initial paper to council</li> <li>Start small and add members later if necessary. It is easier to add members than remove them</li> </ul>   |

## 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.

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

**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.

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### 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 –<br>30 June 2018 | 1 July 2016 –<br>30 June 2017 | 1 July 2015 –<br>30 June 2016 | 1 July 2014 –<br>30 June 2015 | 1 July 2013 –<br>30 June 2014 |
|--------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Special licences               |                               |                               |                               |                               |                               |
| On-licences                    |                               |                               |                               |                               |                               |
| Club licences                  |                               |                               |                               |                               |                               |
| Off-licences                   |                               |                               |                               |                               |                               |
| Manager's certificates         |                               |                               |                               |                               |                               |
| Temporary authorities          |                               |                               |                               |                               |                               |
| <b>TOTAL</b>                   |                               |                               |                               |                               |                               |
| <b>Number of hearings held</b> |                               |                               |                               |                               |                               |

### 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<br>No Evidence | Some<br>Evidence | Good<br>Evidence | Strong<br>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<br>No Evidence | Some<br>Evidence | Good<br>Evidence | Strong<br>Evidence |
|--------------------------|------------------|------------------|--------------------|
| 1                        | 2                | 3                | 4                  |

| Little or<br>No Evidence | Some<br>Evidence | Good<br>Evidence | Strong<br>Evidence |
|--------------------------|------------------|------------------|--------------------|
| 1                        | 2                | 3                | 4                  |

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**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*

|                     |                  |
|---------------------|------------------|
| <b>Position</b>     | DLC Commissioner |
| <b>Applicant</b>    |                  |
| <b>Panel member</b> |                  |
| <b>Date</b>         |                  |

**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               |

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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        | $2 \times 20 = 40$ | 40 divided by 4 = 10 |

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|                 |  |  |  |  |
|-----------------|--|--|--|--|
| Applicant name  |  |  |  |  |
| Interview panel |  |  |  |  |
| Date & time     |  |  |  |  |

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

### 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 |

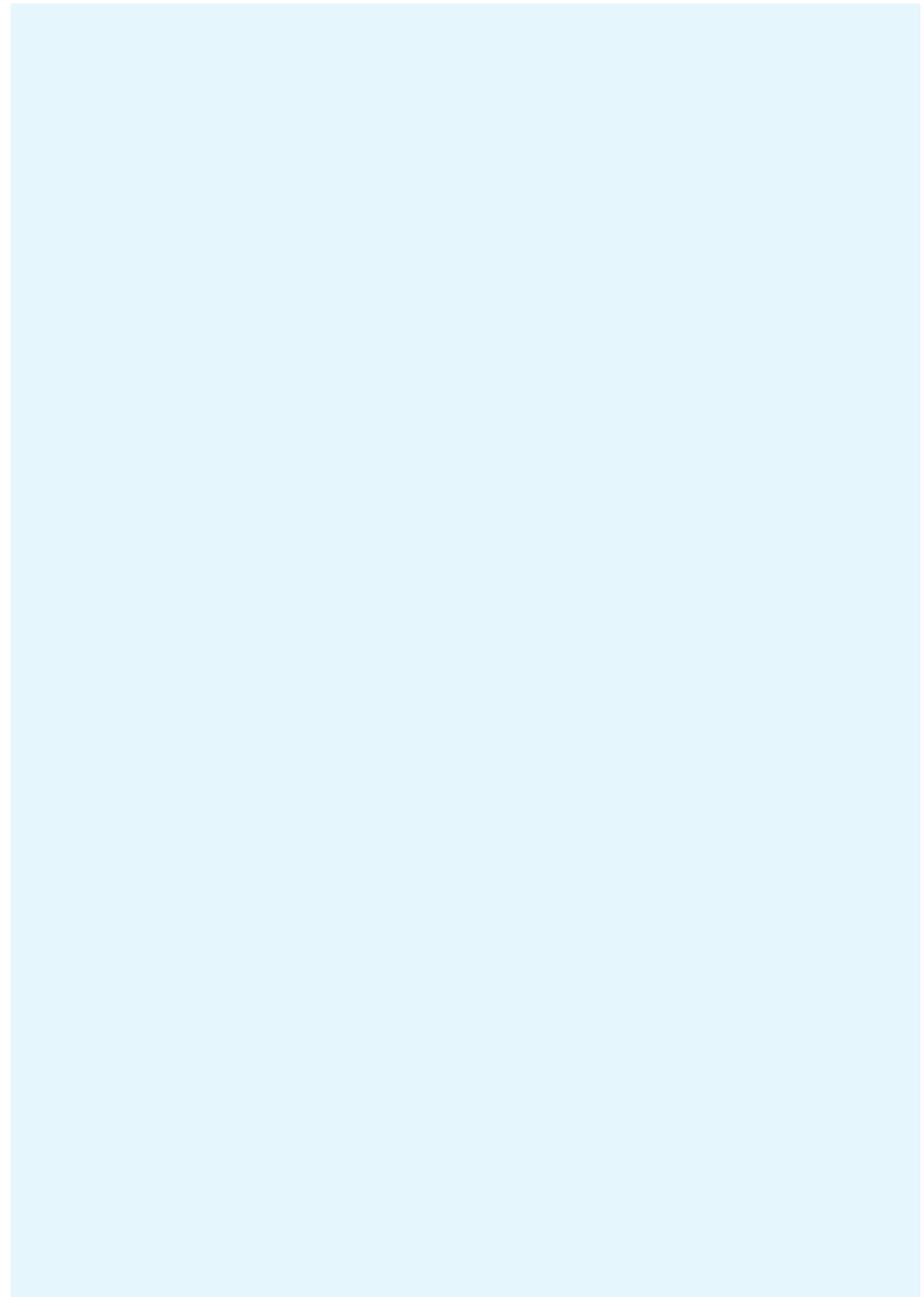
38 • Selecting and appointing district licensing committees: A guide for councils

Applicant name

Interview panel

Date &amp; time

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





## Health Promotion Agency

Freephone: 0508 258 258

Email: [enquiries@hpa.org.nz](mailto:enquiries@hpa.org.nz)

To order resources visit [alcohol.org.nz](http://alcohol.org.nz)

AL1168 | NOV 2019

ISBN: 978-0-478-44989-1 (ONLINE)



#### 8.4 KĀPITI ECONOMIC DEVELOPMENT: MAJOR EVENTS FUND ALLOCATION 2019/2020

**Author:** Orlaith Maher, Programme Advisor

**Authoriser:** James Jefferson, Group Manager Place and Space

#### PURPOSE OF REPORT

- 1 To note that the organisers of FFFLAIR have decided to postponed their event until February / March 2021 and will not use funding allocated under the 2019 / 20 Major Event Fund.
- 2 To provide recommendations for the reallocation of funding under the 2019/20 Major Events Fund following the postponement of FFFLAIR.
- 3 To provide recommendations for the allocation of the feasibility funding provided under the 2019/20 Major Events Fund.

#### DELEGATION

- 4 The Council has the authority to make this decision.

#### BACKGROUND

- 5 On 27 June 2019, Council approved the Kāpiti Coast Major Events Fund Policy for the period 1 July 2019 to 30 June 2022. As part of the policy Council approved an increase in the funding available from \$160,000 to \$200,000 p.a. Included within the funding is a feasibility fund of \$25,000. Refer Appendix A for a copy of the policy.
- 6 Events requesting funding under the Major Events Policy are weighed against a decision making matrix. The matrix is used to assess the strengths of an event against the objectives of the fund and to help categorise the type of event and its economic and community impact. It is designed to be used as a framework for prioritising Council investment, with events needing to meet the applicable criteria. The matrix can be viewed in Appendix A.
- 7 Events are categorised into two levels.
  - 7.1 Signature Events - which have the opportunity to receive funding of more than \$50,000. A maximum of two signature events can be funded in any one year.
  - 7.2 Major Events - which have the opportunity to receive funding of up to \$50,000 per event per annum. A minimum of four Major Events are to be funded in any one year.
- 8 On 8 August 2019, Council confirmed funding for five events through the 2019/20 Major Event Fund. Table 1 below, shows the events that were funded.

Table 1: Major Event Funding in 2019/20.

| Event Name              | Event type      | Funding received 2019/20 | Multi-year funding 2020/21 | Multi-year funding 2022/22 |
|-------------------------|-----------------|--------------------------|----------------------------|----------------------------|
| Māoriland Film Festival | Signature event | \$55,000                 | \$40,000                   | \$40,000                   |
| Ōtaki Kite Festival     | Major event     | \$25,000                 | \$20,000                   | \$20,000                   |
| Kāpiti Food Fair        | Major event     | \$25,000                 | \$15,000                   | \$15,000                   |
| XTERRA Wellington       | Major event     | \$20,000                 | N/A                        | N/A                        |
| FFFLAIR                 | Major event     | \$50,000                 | N/A                        | N/A                        |

\*N/A - events in their first year are exempt from applying for multi-year funding.

- 9 At this meeting Council approved a decrease in the feasibility funding for 2019/20 to \$15,000. The purpose of the decrease was to enable \$10,000 to be reallocated to support the costs of the internal review. This reduced the total overall funding to \$190,000. No feasibility funding has yet been allocated.

## DISCUSSION

- 10 In October 2019, the organisers of FFFLAIR made a decision to postpone the event. The event is now scheduled to occur in February / March 2021. The decision was made by the organisers so that they had more time to deliver an event of this scale at a high standard and to further prepare Otaraua Park for the event. The organisers of FFFLAIR have advised that they will re-apply for Major Event Funding in 2020/21.
- 11 As a result of the postponement, the \$50,000 that had been allocated to FFFLAIR is now available for reallocation. No formal application process has been initiated following the decision by FFFLAIR, however three funding requests and two feasibility requests have been made independently to Council.
- 12 A formal application process was actioned prior to the paper recommending funding options to Council in August 2019. Given that there are requests already in excess of the available funding and the short lead time for a number of these requests, it was not proposed to hold a formal application process, also many people in the community were made aware of the opportunity as a result of the media coverage of the FFFLAIR postponement. A summary of the requests can be seen below in Table 2.

Table 2: Summary of funding requests received.

| Event                        | Description   | Funding request | Attendees   |
|------------------------------|---|-----------------|---|
| <b>Major event funding</b>   |   |                 |   |
| Toot Suite Boutique Festival | <p>Originally proposed as a one-day music event to be held at Southwards Car Museum. The event will occupy the back lawn at Southwards and would run from 11.30am to 11.30pm on Saturday, 1 February 2020. The event will be ticketed and will be an R18 restricted event.</p> <p>The organisers have proposed, subject to funding, that this becomes a two-day event with the possibility of a third day. The Friday night will be a movie night, utilising the LED screen that will be in place for the concert. This would be a free family event.</p> <p>Day three, still at a conceptual stage, would be a visual art event featuring local artists and would also utilise staging and structures in place from the concert.</p> <p>XTERRA Wellington will also run this weekend. The event organisers have advised that they would also work with XTERRA to connect the two events together and create a Weekend of activity in the Kapiti Coast. This would include a focus on family friendly activity on the Friday.</p> | \$50,000        | <p>Total – 2,500</p> <p>Local – 1,400</p> <p>Wellington region – 1000</p> <p>National – 100</p> |
| 2020 Takutai Kāpiti          | <p>This event has been developed to engage, inform and consult with the community and raise awareness of climate change and sea level rise on the Kapiti District.</p> <p>This is part a community-led coastal adaptation programme with the event to run in February 2020. The event will incorporate a mixtures of speakers, panel sessions and workshops over two days.</p>  | \$25,000        | Total – 600 +   |

|                            |   |          |   |
|----------------------------|---|----------|---|
| Coasters Musical Theatre   | <p>A community run theatre group of 40 years, that will be putting on a production of Mary Poppins. The event will run for ten days in the new Kāpiti Performing Arts Centre in October 2020.</p> <p>This voluntary group wish to create a high standard performance that will compete with Wellington theatre companies. The show will target audiences from across the Wellington region to take part in or attend this family event.</p> <p>It is the first scheduled theatre performance at the new performing arts centre.</p>   | \$36,500 | <p>Per night: 330</p> <p>Total event: 3,300</p> |
| <b>Feasibility funding</b> |   |          |   |
| Te Tāpoi Kāpiti            | <p>To support the development of a new initiative by Māoriland Charitable Trust which will target visitors to the district. It is proposed test the feasibility of the concept as part of the Māoriland Film Festival.</p> <p>The aim of the project is to establish authentic whānau operated Maori tourism ventures in Ōtaki and on the Kāpiti Coast that provides economic returns and increased opportunities for whanau.</p> <p>The feasibility study will scope the viability of Māori tourism in Ōtaki and would include three offerings during the Māoriland Film Festival in March 2020.</p>               | \$15,000 | N/A   |
| Dirt Farm                  | <p>The owners of Dirt Farm wish to apply for funding to assist with assessing the feasibility of Dirt Farm hosting an international professional mountain biking event.</p> <p>The event would be designed to attract the world's best free riders and international media houses such as Red Bull Media House.</p> <p>In order to hold an event like this there are a number of issues that Dirt Farm will have to work through including access, transport and accommodation requirements. The organisers would look to develop smaller local events prior to proceeding with the larger international event.</p> | \$15,000 | N/A   |

- 13 Applications have been assessed against the Scoring Matrix criteria set out in the Kāpiti Major Events Fund Policy, where applicable. These assessments can be viewed in Appendix C.
- 14 Based on these assessments and the nature of requests received recommendations for funding allocations and funding conditions, tailored to the events are outlined in table 3 below. Recommendations would result in the full allocation of the 2019 / 20 Major Event Fund.

Table 3: Summary of the recommendations and conditions

| Event                        | Funding request | Recommendation  | Recommended Funding | Funding conditions  |
|------------------------------|-----------------|---|---------------------|---|
| Toot Suite Boutique Festival | \$50,000        | To support procurement of the improved screens and staging infrastructure and costs involved in the delivery of a family film night on 31 January 2020. | \$20,000            | <p>Funding is conditional of receipt of:</p> <ul style="list-style-type: none"> <li>Confirmation that the family film night will be delivered as part of the event activity. This is to be satisfactory to Council in all respects.</li> <li>A detailed marketing and promotional plan, including confirmation about how the Kapiti Coast will be promoted and how Council and other partners will work with the event organiser to promote and leverage the event. Council is to have the</li> </ul> |

|                          |          |  |          |  |
|--------------------------|----------|--|----------|--|
|                          |          |  |          | <p>rights to use promotional material and images from the event.</p> <ul style="list-style-type: none"> <li>Confirmation about how the event survey will be completed to ensure that necessary data is captured for post event reporting and analysis.</li> <li>Event Health and Safety Plan, including confirmation of traffic management for the event.</li> </ul> <p>These are to be satisfactory to the Council in all respects.</p> |
| 2020 Takutai Kāpiti      | \$25,000 | The funding would be used to support the delivery of the conference portion of the summit with key note speakers, industry experts, a panel session and workshop.  | \$19,000 | <p>It is noted that this event is outside the normal event funding criteria for the fund but it is recommended as it is considered to be a key event for the Kāpiti Coast and will be relevant to a significant number of partners and stakeholders.</p> <p>Funding will be subject to receipt of a satisfactory event plan.</p>   |
| Coasters Musical Theatre | \$36,500 | The event is ineligible for funding under the 2019/20 Major Events Fund as it will not be delivered within the current financial year. Applicants will be advised to submit to the 2020/21 Major Event Fund. | \$0      | Not applicable.  |
| Feasibility Funding      |          |  |          |  |
| Te Tāpoi Kāpiti          | \$15,000 | To support the testing of the feasibility of whānau operated Māori Tourism as part of the Māoriland Film Festival.   | \$11,000 | <p>Funding is conditional upon the receipt of:</p> <ul style="list-style-type: none"> <li>A detailed feasibility report including understanding of the return on investment and the impact on the Kapiti Coast District.</li> </ul> <p>These are to be satisfactory to the Council in all respects.</p>  |
| Dirt Farm                | \$15,000 | To support the assessment of the feasibility of holding an international professional mountain biking event on the Kapiti Coast.   | \$15,000 | <p>Funding is conditional of receipt of:</p> <ul style="list-style-type: none"> <li>A detailed feasibility report including understanding of the return on investment and the impact on the Kapiti Coast District.</li> </ul> <p>These are to be satisfactory to the Council in all respects.</p>  |

## CONSIDERATIONS

### Legal considerations

- 15 Work with legal to ensure appropriate agreements are put in place for the event funding.

### Financial considerations

- 16 Funding for the 2019/22 Major Events Fund is now fully allocated from the approved Economic Development budget.

### Tāngata whenua considerations

- 17 Ensuring Tāngata whenua aspirations are met is a key requirement for all events to meet.

**Strategic and Policy considerations**

- 18 The Major Events Fund strategically contributes to the Long Term Plan's goal of, 'a positive response to our distinct district identity'.
- 19 The 2016-18 Economic Development Strategy provides the strategic structure for event development and growth in the district. This has been supported in the draft 2019-22 Economic Development Strategy which is currently in development.

**SIGNIFICANCE AND ENGAGEMENT****Significance policy**

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

**Engagement planning**

- 21 No engagement is required with respect to this report.

**Publicity**

- 22 The Council will publically notify which events have been funded through the Major Events Fund.
- 23 The Economic Development and Communications Teams will work with the event organisers to support the marketing and promotion activities of the funded events, utilising Council communication channels and other promotional opportunities.



**RECOMMENDATIONS**



- 24 The Council notes the decision of FFFLAIR to postpone their event to 2021.
- 25 The Council notes the applications received for the 2019/20 Major Events Fund.
- 26 The council notes the applications received for the feasibility funding for the Major Event Fund 2019/2020.
- 27 The Council notes that the applicants have been assessed using the agreed criteria set out in the 2019/20 Major Events Policy.
- 28 The Council approves the allocation of funding as outlined in Table 4.



Table 4: Major Event Fund recommendations.

| Event application name      | Recommendation |
|-----------------------------|----------------|
| Toot Suit Boutique Festival | \$20,000       |
| 2020 Takutai Kāpiti         | \$19,000       |
| Coasters Musical Theatre    | \$0            |
| Te Tāpoi Kāpiti             | \$11,000       |
| Dirt Farm                   | \$15,000       |

Appendices 1. Kāpiti Major Events Fund Policy  

2. Major Events Applications December 2019  

3. Feasibility Applications December 2019  

4. Application Scoring Matrix  

# KĀPITI COAST MAJOR EVENTS FUND

for the period 1 July 2019 to 30 June 2022

FUNDING SUPPORT FOR MAJOR EVENTS ON THE KĀPITI COAST.





## Kāpiti Coast Major Events Fund

### Information covered

- Purpose
- Funding levels, Frequency and Process
- Eligibility & Criteria
- Decision making
- Measuring success and reporting.

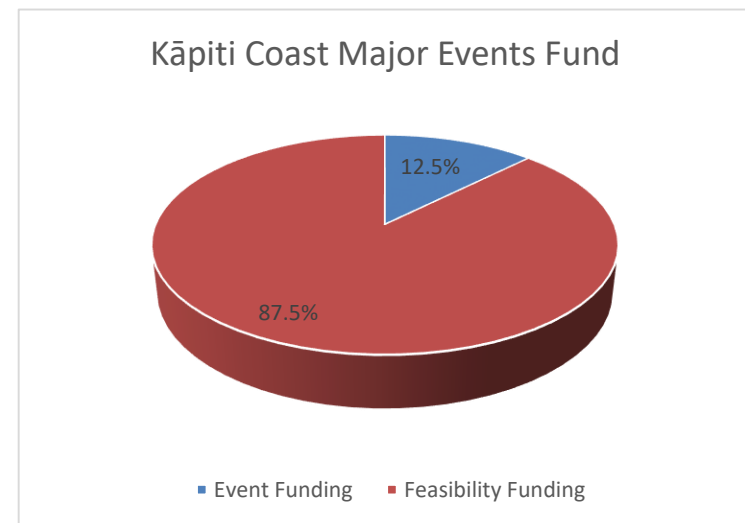
### Purpose

The Kāpiti Coast Major Events Fund was established in 2016 to support major events in the Kāpiti District that will help deliver a thriving, vibrant and diverse economy. The fund is aimed at supporting a small number of signature events each year that deliver long term economic benefits for the Kāpiti District.

### Funding levels

A total of \$200,000 (excl GST) is available for allocation each year. Funding is allocated for the following purposes:

1. Up to \$25,000 per annum will be available to assist with feasibility testing, business case development and economic impact studies for event opportunities. This can be used to assist with future decision making and help minimise risk with new event development.
2. Up to \$175,000 per annum will be available to assist with event funding. Activities that will be considered for funding include:
  - direct event costs including venue, stage, lighting and performance costs;
  - health and safety costs;
  - waste minimisation and management costs;
  - event management and personnel costs to secure additional sponsorship;
  - event signage, advertising and promotional costs.



**Frequency**

Funding allocation decisions will be made annually. Should the fund not be fully allocated in the funding round, Council at its sole discretion may choose to hold a separate funding round for any residual funds. Unallocated funding for feasibility assessments may be allocated at any time throughout the year at the sole discretion of the Council.

**Application process**

The commencement of the fund application process will be notified through Council's communication channels, including the Council's website <https://www.kapiticoast.govt.nz/>.

The application period will be for a fixed period of time, which is to be no less than four weeks, in order to provide sufficient time for applications to be completed and submitted to the council.

Applicants will be required to complete the application form in full and submit this along with the required supporting information to Council before the closing date. Applications that have not been completed properly and do not have all of the necessary supporting information, may be at the discretion of the Council, be excluded from the application process.

Applicants will receive written notification of the funding decision.

**Funding process**

Funding applications received will be reviewed by the Major Events Fund Assessment Panel, who will make recommendations for the distribution of the fund to Council. The panel will be comprised of a mixture of Council representatives and industry specialists.

In the 2019-20 financial year, applications will be allowed for funding for up to three years, where there is a sound business case and evidence of the ability to deliver long-term outcomes. Applicants that secure multi-year funding will be required to submit annual event reports to Council and confirm the delivery of pre-agreed outcomes. The failure of an event to deliver pre-agreed outcomes in any one year may mean that any future funding allocation will need to be reviewed. This will be at the discretion of the Council, who will have the ability to either reduce or withdraw any future funding to the applicant for the event.

Funding of multi-year commitments may not be at the same levels each year, future funding levels may be at either a higher or lower level at the sole discretion of Council. Successful multi-year applicants that have received reduced event funding in subsequent years could request additional funding in the applicable year, however this would be subject to review along with other events applications in that year. A separate application would need to be made for additional funding.

**Eligibility & Criteria**

The Council is committed to ensuring that the major events fund delivers sound economic outcomes that meet the vision of a district that is vibrant, thriving and diverse.

To be eligible to receive funding the event must:

- take place in the Kāpiti District;
- not have already occurred in the applicable financial year;
- have confirmed at least 30% of total costs (not applicable to feasibility applications)
- show how residual costs after allowing for Council funding will be covered (not applicable to feasibility applications) and
- confirmation of any consenting and land owner approval requirements and the status of any required consents / approvals.

Events will be assessed against the following criteria

- be a level 1 or 2 event as classified in the decision making support tool;
- showcase the Kāpiti Coast and build the profile of the Kāpiti Coast and its community;
- highlight the Kāpiti Coast as a destination for visitors, business and residents;
- have long-term economic benefits for the district;
- are able to generate at least a 5:1 return on Council's investment, and
- meet tāngata whenua and community aspirations.

Preference may be given to events which:

- attract visitors in the off season (April to October);
- can demonstrate successful financial support from other funding sources (not applicable to feasibility applications);
- show potential to be self-sustaining without Council funding in future years (not applicable to feasibility applications);
- have received less than three years of previous funding from Council, excluding feasibility funding;
- do not coincide with any other major events in the Wellington region, unless compatible (not applicable to feasibility applications).

Activities that will be considered for funding include:

- direct event costs including venue, stage, lighting, sound and performance costs;
- health and safety costs including security and traffic management costs;
- waste management and minimisation costs;
- event management and personnel costs to secure additional sponsorship;
- event signage, advertising and promotional costs.

All applications for funding should include (where applicable):

- Completed application form.
- Introduction to the organisation seeking funding, its primary business purpose, experience and areas of expertise.
- Certificate or documentation of proof that the organisation or business is a legally incorporated entity, trust or business (recognised under the Companies Act).
- A detailed description of the event or feasibility study proposal, including expected economic outcomes.
- Risk assessment for any proposed event.
- A project timeline detailing key activities that would be undertaken and by whom.
- A detailed budget, including a breakdown of whether costs are confirmed or estimates.
- A detailed marketing and communications plan.
- How your organisation will manage environmental impacts from the event and follow waste minimization processes.

**Decision-making tool: Classification for event support matrix**

A classification system is used to understand the strengths and opportunities of an events portfolio for the Kāpiti District. The matrix below is designed to order events into categories to determine the type of event, its benefits and economic and community impact. The matrix is designed to be used as a framework for prioritising Council investment in events development.



| Impact Level     | Level 1   | Level 2   | Level 3  |
|------------------|---|---|--|
|                  | Signature Event (10,000 + attendees)<br>Over 30% of attendees are visitors to the District.   | Major event (2,000- 10,000 attendees)<br>Over 20% of attendees are visitors to the District.  | Local event (Less than 2,000 attendees)<br>Events that are driven and lead by local communities.   |
| <b>Primary</b>   | <ul style="list-style-type: none"> <li>Encourages local pride and social outcomes.</li> <li>Event attracts visitors to stay overnight</li> <li>Event attracts visitors from the Wellington region and New Zealand</li> <li>The event generates a greater than 10:1 return on Council investment</li> <li>Generates significant media profile for the Kāpiti District</li> <li>Creates national exposure</li> <li>Aligns with Economic Development Strategy</li> </ul> | <ul style="list-style-type: none"> <li>Encourages local pride and social outcomes</li> <li>Event attracts visitors from the Wellington region and surrounding districts.</li> <li>The event generates a greater than 5:1 return on Council investment</li> <li>Generates media profile for the Kāpiti District</li> <li>Creates regional exposure</li> <li>Aligns with Economic Development Strategy</li> </ul> | <ul style="list-style-type: none"> <li>Encourages local pride and social outcomes</li> <li>Provides paid or free entertainment opportunities to the community</li> <li>Provides social benefits such as fund raising for local organisations</li> <li>Facilitates cross cultural awareness</li> <li>Promotes community engagement</li> </ul> |
| <b>Secondary</b> | <ul style="list-style-type: none"> <li>Assists with skill development in two or more industry sectors.</li> <li>Provides exposure to local talent and capability</li> <li>Creates opportunities for local businesses to increase their profile at a national or regional level.</li> <li>Facilitates cross cultural awareness</li> <li>Promotes environmental suitability</li> </ul>  | <ul style="list-style-type: none"> <li>Assists with skill development in one or more industry sector</li> <li>Provides exposure to local talent</li> <li>Creates opportunities for local businesses to increase their profile at a regional level.</li> <li>facilitates cross cultural awareness</li> <li>Promotes environmental suitability and community engagement</li> </ul>                                | <ul style="list-style-type: none"> <li>Assists with local skill development</li> <li>Creates opportunities for local businesses</li> <li>Aligns with Economic Development Strategy</li> </ul>  |
| <b>Tertiary</b>  | <ul style="list-style-type: none"> <li>Provides free entertainment opportunities to the community</li> <li>Provides social benefits such as fund raising for local organisations</li> <li>Promotes community engagement</li> </ul>  | <ul style="list-style-type: none"> <li>Provides free entertainment opportunities to the community</li> <li>Provides social benefits such as fund raising for local organisations</li> </ul>   | <ul style="list-style-type: none"> <li>Greater than 5:1 return on Council investment</li> <li>Generate media profile</li> <li>Enhance the District's livability</li> <li>Attracts regional visitors</li> </ul>   |

### Measuring success and reporting

All successful event funding applicants are required to submit a post event report to Council within two months of the event being held. The report is to be satisfactory to the Council in all respects and include all information requested by Council.

Applicants that do not submit a satisfactory report to Council will be ineligible for future funding.

Event reports must include the following information:

- attendance figures including breakdown of visitor origin and visitor overnight stay in the district.
- robust analysis of event outcomes, including estimated economic impacts.
- full financial report, including confirmation of the level of spending within the Kāpiti district.
- marketing and media outcomes.

All successful feasibility funding applicants are required to submit to Council a copy of their completed feasibility assessment and details of their proposed next steps. The report is to be satisfactory to the Council in all respects.

**Kāpiti Major Event Fund Application Form 2019****COMPLETING AND SUBMITTING YOUR APPLICATION**

Once all sections have been completed send this application and all supporting documents to:  
events@kapiticoast.govt.nz

or by post to:

Major Event Fund, Kāpiti Coast District Council Private Bag 60601, Paraparaumu 5254

Or drop into Customer Services at:  
175 Rimu Road, Paraparaumu

Please contact us if you have not received notification from us of receipt within 10 working days of submitting your application.

*If you have any questions about completing your application or the application criteria please email us at [events@kapiticoast.govt.nz](mailto:events@kapiticoast.govt.nz) or call Orlaith in our Economic Development team on 04 296 4713.*

**Section 1: Applicant & Organisation Details**

Name of applicant organisation: Plan BETA Limited

Name of contact person: Joff Rae

Position held: Managing Director / Executive Producer

Postal address: 8 Bunker Way, Strathmore Park, Wellington 6022

Telephone: Mobile: 022 378 3253  
04 388 1010 (\*mobile is preferred - will redirect if busy)

Email: [info@planbeta.co.nz](mailto:info@planbeta.co.nz)

Is it a legal entity? Yes No Type of legal entity: Company (Inc; company number 4921159)

Is it a legal entity? Yes No Type of legal entity:

Name of event organiser (if different from above): Joff Rae & Aaron Hobman (Production Manager)

Please list prior major event experience of the organisation:

- annual event site management of Homegrown Festival on Wellington Waterfront;
- annual event production management of Waitangi Day Celebrations for WCC at Waitangi Park;
- annual event site power reticulation for Bay Dreams & One Love festivals at Tauranga;
- several tours & shows with bands - (2019 - Salmonella Dub & Devilskin);
- weekly events at VCC centre (2500PAX venue) in Auckland as Event Technical;
- previously owned & operated James Cabaret venue in Wellington - 1000PAX weekly events; nominated Large Venue of the Year by MMF; "Home of Music" for the NZ Festival of the Arts;
- Arts exhibitions & installations; Te Papa, Pataka Museum + Art, Toi Poneke, etc;
- + presently working on...
  - Pacific Divas Tour for SKY TV broadcast (Nov 28 - 30; AKL/WGN/CHC), Production Management;
  - Ben Harper, Touring Systems Manager;
  - CKB broadcast event (Vector Arena, Executive Producer).
  - WCC Waitangi Day; Homegrown 2020; etc;

Please list prior major event experience of the event organiser:

J Rae.

35 years experience in event production & design.

Experience in top level touring in Europe in the 80's with some media experience in the 90's led to agency projects in the new millennium. Award winning engagement experiences with Jack Morton Worldwide as a Creative based in Melbourne - producers of the Olympic & Commonwealth Games Opening Ceremonies. Designed & managed the original award winning Fight For Life events in 2001 - raised \$1M for charity (TV3 broadcast; 2 x Qantas Media Awards).

+ presently in producer roles with various artists & events;

+ management of Salmonella Dub & other local bands;

+ prolific & active in music, arts, design & innovation.

A Hobman

The incumbent site manager for Homegrown - since it was X-Air in Hamilton; owns & operates NJL Limited as a division of Strategic Productions & supplies lighting to various festivals & stage events every week.

Touring Systems Tech for the Ben Harper

Please list all key event organisers involved in the management and planning of this event

\*please see attached #P001

## Section 2: Event Information

Name of Event: TooT SuiTe boutique festival

Type of Event: ~~Level 1~~ Signature event / Level 2 – Major event / ~~Level 3~~ Local event

Delete options that are not applicable, structure located in the major event criteria manual

Funding type: Event funding / ~~Feasibility~~

Delete the option that is not applicable

Date(s) of Event: 31 January & 1 February

Times (s) of Event: 31/1 - 5.30pm - 8.30pm; 1/2 - 11.30am - 11.30pm

Location or venue:

Is this a new or existing event?

If yes, please explain when and where this event occurred previously.

NEW EVENT - Southward Car Museum "Back Lawn"  
Southward Car Museum, Otaihanga Road, Paraparaumu

Yes

No

How often is the event proposed to be held? annually

Do you anticipate the event running longer than 1 year?

Yes

No

Description of the event activities: (sporting/youth/cultural/arts etc.):

- Family film screening of Cars (2006);

- Music, Food & Arts Festival involving concert stage & production.

|   |               |                  |
|---|---------------|------------------|
| Describe how you are attracting regional, national and international visitors to the event (e.g. target market, promotion channels)   |               |                  |
| Posters, billboards & radio advertising.<br>Intensive print campaign with A0 Posters throughout the Wellington Region & Horowhenua as well as the Kāpiti Coast.<br>- partnered with Supercolour (trade only print; large format print suppliers) for print & billboards;<br>- a relationship with GoMedia for digital billboards & bus backs.<br>- social media - we work with "influencers" to gain traction & will be providing bands with resources to use in their social media.<br>- we expect 80% of attendees to be local or local holiday makers for the Friday; 80% of the attendees on the Saturday to be visitors. |               |                  |
| Amount of funding sought: \$ 50,000   |               |                  |
| If successful what will the funding be used for?  |               |                  |
| - improved LED large screens (movie / family element);<br>- staging & infrastructure costs<br>- waste & rubbish<br>- TMP  |               |                  |
| Does your organisation hold intellectual property rights to the event?<br>If no, who does?  | Yes           | No               |
|   |               |                  |
| Has the event been previously funded by the Kāpiti Major Event Fund?<br>If yes, please provide details:   | Yes           | No               |
| Year  | Amount funded | Funding used for |
|   |               |                  |
|   |               |                  |
|   |               |                  |

|   |     |    |
|---|-----|----|
| Has your organisation applied to any other funding trust or organisation, including Kāpiti Coast District Council, for the same items this application covers?<br><br>If yes, please provide details:<br>And/or any other funding items you've applied for?   | Yes | No |
|   | \$  |    |
|   | \$  |    |
|   | \$  |    |
| Is your event attracting other sponsorship?<br>If yes, please provide details?  | Yes | No |
| Energy drink - assistance with resources for VIP area;<br>Independent brewery - assistance with portable bars & favourable product cost.  |     |    |
| Does the event have the potential to be self-sustaining in future years?<br>If yes, how will this be achieved?  | Yes | No |
| Our intention is to demonstrate the viability of an International standard of event production on the Kāpiti Coast. We have designed this event to have a low break even - 60% of expectation. However our initial costs are higher as we establish the viability of the project.<br>An economy of scale indicates that we would be seeking 3 events for 2021 & the future to mitigate risk & see a return investment. We are in talks with reputable promoters on bringing World class acts to the Kāpiti Coast. |     |    |

MEF Application Form2019-20 (Doc ID 4396598)

|  |    |  |
|--|----|--|
| <b>Section 3: Management plan</b>  |    |  |
| What steps have been taken to minimise waste at the event?   |    |  |
| We are engaging Organic Wealth <a href="http://www.organicwealth.nz">www.organicwealth.nz</a> for rubbish & recycling requirements.  |    |  |
| Does the event require traffic management and parking planning?<br>If yes, please explain steps that have been taken   |    |  |
| Yes  | No |  |
| The TMP is being compiled by our TMP & our team involves STMS & TC qualifications.<br>Sam Redhill is our TMP Manager.  |    |  |
| Does the event require building consent?<br>If yes, please explain the steps that have been taken  |    |  |
| Yes  | No |  |
| No - the stage is a portable structure. We can provide engineers reports for load & wind ratings.<br>Any other structures (scaffold or temporary structures) are not subject to resource consent.                    |    |  |
| Have you received approval from the land owner if required?<br>If yes, please explain the steps that have been taken   |    |  |
| Yes  | No |  |
| YES - a lease agreement for both days of operation plus set up & exit.   |    |  |
| Does the event require any licensing?<br>If yes, please explain the steps that have been taken   |    |  |
| Yes  | No |  |
| YES - alcohol license is to be applied. We have had several of these nationwide & understand the process.<br>We employ 6 Bar Managers & 16 staff for service & compliance; 12 - 15 security for compliance & safety. |    |  |
| Have you considered public transport when looking at minimising traffic in the area and in driving business from outside the district.<br>If yes, please explain how you are including this in you event planning.   |    |  |
| Yes  | No |  |
| We are providing shuttles & disseminating information on the ease of public transport.<br>Shuttles will run on a regular schedule from the Paraparaumu Train Station.  |    |  |

| Section 4: Economic Impact Details  |                  |                   |          |               |
|---|------------------|-------------------|----------|---------------|
| What are the benefits of your event to Kāpiti?  |                  |                   |          |               |
| <p>The Wellington region has become synonymous in the promotions &amp; production industry as a difficult place to promote events - hence the tendency to choose Dunedin, Christchurch &amp; now Tauranga over the wider Wellington region - even Nelson is considered a better location.</p> <p>We're seeking to change that perception &amp; create a culture of an event savvy district within the Wellington region. Our investment is working on events for Kāpiti Coast. The benefit is that we can demonstrate the viability of events on the Kāpiti Coast.</p> <p>The TooT SuiTe boutique festival is designed to scale &amp; will provide a diverse new cultural event to the Kāpiti calendar.</p> |                  |                   |          |               |
| Expected attendance:  |                  |                   |          |               |
| Numbers expected  | Local            | Wellington Region | National | International |
| Participants*   | 2 / 20 (artists) |                   |          |               |
| Spectators  | 1300 / 400       | 200 / 1600        | 100      |               |
| Support staff, media, sponsors, officials, volunteers   | 25               | 35                | 15       |               |
| *only applicable to events that require participation such as races and sporting tournaments  |                  |                   |          |               |
| Is this a pre-ticketed event  |                  |                   | Yes      | No            |
| Event admission fee (if applicable)   |                  |                   |          |               |
| Adult:  | free / \$75      |                   |          |               |
| Child:  | n/a              |                   |          |               |
| Family Pass:  | n/a              |                   |          |               |
| Others (e.g. students)  | n/a              |                   |          |               |
| How will you count local, regional, national and international visitors?  |                  |                   |          |               |
| *survey   |                  |                   |          |               |

| Section 4: Event planning and documentation   |
|---|
| Business Plan for the Event   |
| <p>This should include:</p> <ul style="list-style-type: none"> <li>• The goals and objectives of the event</li> <li>• The history of the event</li> <li>• If there is a special theme or focus to the event</li> <li>• Project plan, including milestones and timeframes</li> <li>• Detailed budget including cash flow projections, profit and loss forecasts</li> <li>• Organisational structure</li> <li>• Marketing and promotions plan, including               <ul style="list-style-type: none"> <li>◦ Target markets</li> <li>◦ Marketing objectives</li> <li>◦ Marketing strategies including advertising/PR activity and timeline</li> <li>◦ Person responsible for the marketing and promotion plan</li> <li>◦ Person's experience in events/marketing/PR</li> </ul> </li> <li>• Risk mitigation strategy</li> </ul> |



**Section 5: Health and Safety**

We confirm that our organisation will have a Health and Safety Plan prior to the event date which complies with the requirements of the Health & Safety at Work Act 2015 and all approved AUS/NZ standards and generally complies with all Health & Safety legislation, regulations and by laws relevant for this purpose. This Plan will remain in force for the duration of our event and will not be amended or cancelled during this time.

We confirm the following requirements will be part of the Plan:

- ☐ A system is in place for the risk assessment, identification and control of hazards
- ☐ Risk assessment control measures for hazards are reviewed at intervals appropriate to the running of the event
- ☐ Health & Safety responsibilities are assigned to designated staff, that is, all those who work on the event, including volunteers
- ☐ Organisation representatives have inspected the event location to ensure that the venue is as safe as reasonably practicable from causing harm to participants and attendees
- ☐ An Accident and Hazard Register is kept on site
- ☐ An emergency plan designed for our event is in place for dealing with a variety of emergencies
- ☐ A Health & Safety briefing will be carried out with staff (including volunteers) prior to each session of the event and documented
- ☐ All staff working at the event location have the necessary knowledge, skills and training to perform their job adequately, or they will be adequately supervised by a suitably experienced person
- ☐ A system is in place to ensure the public is not endangered by activities carried out at the event venue

**Section 6: Declaration**

Personal information provided to Kāpiti Coast District Council ('Council'), may be held, used and disclosed by Council to enable Council to communicate with you for Council purposes.

I understand and agree that as this is a public fund, if this application is successful the personal details provided will be made public.

Any unspent funds will be returned to Kāpiti Coast District Council unless otherwise directed. Grant monies will only be used for the purpose for which quotes were supplied and the grant approved.

I declare that the information provided in this application is true and correct to the best of my knowledge and that I have the authority to make this application on behalf of this organisation.

Signature:

Full name:

Date:

| Checklist   | Tick |
|---|------|
| Are all sections of the application form completed?           | X    |
| Is additional supporting information included?                | X    |
| The Declaration has been signed?                              | X    |
| Have you made a copy of the application for your own records? | X    |

**Kāpiti Major Event Fund Application Form 2019****- key event organisers**

Joff Rae  
Executive Producer

Aaron Hobman  
Production Manager

- overall production management
- manages the specification & team including stage, power

Audrey Holyoake  
Producer / Design

- oversee design & brand including placement

Jazz Kane  
Producer / A&R

- contracts & agreements with artists & suppliers
- Law degree specialising in IT & IP

Roger Johnson  
Festival Manager

- experience in large format festivals & site management
- signage & print
- traffic management, security & parking
- first aid & ambulance
- ablutions & waste care

Suzanne Tamaki  
Producer / Culture

- WCC Events Team - Event Manager
- Artist & Designer

Kevin Smith  
Solicitor / Licensing

- event licensing with Plan BETA for 7 years
- extensive experience in licensing & management

#001

**Kāpiti Major Event Fund Application Form 2019****ATTACHED**

- TooT SuiTe boutique festival brief
- H&S Manual
- H&S Policy
- TooT SuiTe boutique festival profile budget

**TO FOLLOW**

- TooT Suite EVENT SCHEDULE
- TooT Suite STAFF SCHEDULE / CONTACT LIST
- TMP
- License Application
- Bar Managers Certificates
- TC & STMS Certificates

\*please note - all document files are here

>> <https://www.dropbox.com/sh/khey9zoh1dd0p9e/AADZdfXR4iW9A6Pahf82lk1Pa?dl=0>

>> [www.planbeta.co.nz/toot](http://www.planbeta.co.nz/toot)

#002

# STRATEGIC PRODUCTIONS Ltd

## HEALTH AND SAFETY MANUAL

### 1-11-2019

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**STRATEGIC PRODUCTIONS Ltd**

1.

**STRATEGIC PRODUCTIONS Ltd****Health and Safety Policy****1-11-2019**

I am committed to the protection of our employees, property and other persons from accidental injury or damage from work carried out by, and on behalf of the business. I adopt health, safety and welfare as a fundamental business objective.

In meeting this commitment, management will comply with all legislative requirements and take all practicable steps to:

1. Provide a safe place of work, safe equipment and proper materials.
2. Establish and insist that safe work methods are practised at all times.
3. Provide supervision and training.
4. Ensure employees and other persons understand and accept their responsibility to promote a safe and healthy place of work.

Signature: .....

Name: Joff Rae

Title: Director

**STRATEGIC PRODUCTIONS Ltd**

2.

## Health & Safety Objectives

**For the Period Ended 31<sup>st</sup> March 2020**

**BY:**

|                                 |  |
|---------------------------------|--|
| 30 <sup>th</sup> February 2020: | Review Health and Safety Policy.   |
| 31 <sup>st</sup> March 2020:    | Review Safety Officers role and effectiveness.   |
| 31 <sup>st</sup> March 2020:    | Review training needs of management and staff, eg, First Aid course, CPR course, use of specialised equipment. Determine training schedule for the next 12 month period. |
| 31 <sup>st</sup> March 2020:    | Set the health and safety objectives and calendar for the next year.   |

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3.

## Accident or Near Misses Investigation/Recording/Advising

### Introduction

All accidents or near misses that occur need to be investigated because:

- This will recognise and document hazards or potential hazards.
- This will identify work related accidents, distinguishing them from non-work related accident claims.
- The correct reason or reasons for injury, illness and damage to property will be known.
- It helps develop systems that will prevent similar occurrences.
- International research shows that 85% to 90% of errors are caused by a system failure. Only 10-15% are due to human error. Training, awareness and prevention will reduce accidents.
- **Definition of Serious Harm** - Any harm or injury that causes the person harmed to be hospitalised or incapable of working for a period of 48 hours or more, commencing within 7 days of the harms occurrence. Please note: this is a working definition only. See Form A for the full definition.

Although all incidents should be recorded, the extent to which they are recorded, investigated and reported on will depend on the actual or potential impact of the incident.

*See Form A for the legal requirements to record and report accidents and serious harm and the definition of serious harm.*

### Procedures

#### 1. Recording

Employers and employees are required to record all accidents or near misses. This includes any incidents involving contractors or visitors. The procedures to be followed are:

##### 1.1 Serious Harm Accidents or Incidents

The Safety Officer will hold the official forms in respect of recording serious harm accidents.

The Safety Officer will contact OSH no matter what time of the day, as soon as possible after the occurrence.

The Safety Officer will complete the Department of Labour forms with the staff involved, as soon as possible after the occurrence, while the details are still fresh in everyone's mind. The written report must be with OSH within seven (7) days.

The form required is that shown as Form A in this manual and is obtainable as "A Workplace Accident Register" from Occupational Safety and Health - Department of Labour.

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4.

**1.2 Minor Accident or Near Miss Report**

These forms will be held by the Safety Officer. The forms will be readily available to all staff.

The forms will be completed by the appropriate staff and counter-signed by the Safety Officer as soon as possible after the accident.

The completed form will be filed in the Health and Safety Folder no later than two (2) working days after the day of the accident.

The form required is that shown as Form B in this manual.

**2. Investigation**

Form E shall be used to record investigations.

**2.1** Serious harm accident or incidents will be investigated by the Safety Officer who will involve the appropriate staff and appropriate external experts.

The legal requirements will be adhered to - See Form A.

The accident scene must not be interfered with until authorised by an inspector unless absolutely necessary to save life, property etc.

The investigation will be undertaken as soon as possible and concluded within five (5) working days.

**2.2** In respect of minor accidents and near misses the Safety Officer will as soon as possible after the accident, decide if an investigation is warranted. If so, the investigation shall be undertaken as soon as possible, but no later than five (5) working days after the minor accident or near miss.

**2.3** Items suspected of being a "Significant Hazard" shall be individually examined using Form D.

**STRATEGIC PRODUCTIONS Ltd**

5.

| <b>An Approach to Accident Investigation</b> |  |
|--|--|
| <b>1</b>                                     | <b><i>Gather all the Facts</i></b>   |
|  | <ul style="list-style-type: none"> <li>• What happened? Interview witnesses and describe events in detail, using any photos, diagrams or other exhibits that may be appropriate.</li> <li>• Has the prescribed accident report been completed and OSH, or other agencies been informed?</li> <li>• Be sure you understand the sequence of events fully before any analysis takes place.</li> </ul> |
| <b>2</b>                                     | <b><i>Who Should Investigate?</i></b>  |
|  | Only people with the appropriate skills and experience should investigate accidents. If there was serious harm or the potential for it, and there is a likelihood of a recurrence, a group approach to the investigation could be justified. This will bring a range of skills and perspectives to bear.   |
| <b>3</b>                                     | <b><i>Identify all the Hazards Involved</i></b>  |
|  | Identify all the hazards involved. Consider - <ul style="list-style-type: none"> <li>• Equipment, materials etc</li> <li>• Work practices and procedures</li> <li>• The work environment</li> <li>• Health issues</li> </ul> <b>Are any hazards significant, ie likely to cause serious harm?</b>  |
| <b>4</b>                                     | <b><i>Assess the Hazard Controls in Place</i></b>  |
|  | <ul style="list-style-type: none"> <li>• What controls were in place, and why didn't they work?</li> <li>• What is needed?</li> <li>• Is there a need to train or inform employees?</li> </ul>   |
| <b>5</b>                                     | <b><i>Decide on Future Action</i></b>  |
|  | <ul style="list-style-type: none"> <li>• Describe fully what needs to be done to prevent further accidents or incidents.</li> <li>• Who should do what and by when?</li> </ul>   |
| <b>6</b>                                     | <b><i>Inform all those Affected</i></b>  |
|  | Inform everyone who needs to know, not only those directly involved. This is likely to involve circulating your report or a summary of its findings.   |
| <b>7</b>                                     | <b><i>Follow Up</i></b>  |
|  | There must be checks to ensure that recommended changes have been made and results achieved. This relies on measures being in place to ensure people are accountable for their actions, or lack of actions.  |

Review at all Stages

Occupational Safety &amp; Health - Department of Labour

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6.

## Planned Inspections

### Safety Inspection Check Lists

- The property, buildings and equipment shall be inspected in detail using the Safety Inspection Checklist (Form C). Inspections, using this form, shall be carried out 3 monthly
- The Safety Officer will carry out the inspections.
- Inspection shall be done on a regular basis dependent on the nature of the work being carried out and the hazards identified. Those items that need to be inspected other than weekly will be identified by the Safety Officer and advised to the appropriate staff.
- Staff will be advised of unsafe items immediately.
- New staff will read the last Safety Inspection checklist before working on the site.
- Items suspected to be a "Significant Hazard" shall be individually examined using Form D.
- All inspection checklists shall be retained on file as a permanent record.
- During Planned Inspections new or specific hazards may be identified. The check list may be added to, to provide regular review of these hazards. They must be examined using form D.

### Significant Hazards

- All significant hazards shall be examined by the Safety Officer using Form D.
- All staff working on the site shall be advised of the significant hazards and how to eliminate, or if this is not practicable, to isolate, or again, if this is not practicable, to minimise the hazard.
- New staff will be advised of the significant hazards before working on the site.
- Completed significant hazard forms shall be retained on file as a permanent record.

**STRATEGIC PRODUCTIONS Ltd**

7.

## Hazards

The Health and Safety in Employment Act 1992 requires employers to ensure that they have in place effective methods for:

- Systematically identifying existing hazards.
- Systematically identifying new hazards.
- Regularly assessing each hazard identified and determining whether or not it is a significant hazard.
- Eliminating, or if this is not practicable, isolating, or if this is not practicable, minimising significant hazards. (Employees are to be protected where elimination and isolation is impracticable).

## Identifying Hazards

Hazards are identified:

- By inspection.
- Through previous accidents or near misses.
- From Material Safety Data Sheets.

Common hazards such as excessive noise, poor light, chemicals, handling with force, occupational overuse syndrome, atmospheric conditions, and passive smoking are known to exist.

## Our Hazards

The identification of Hazards and the procedures to be followed are covered in the Planned Inspections and the Accident or Near Misses Investigation/Recording/Advising Sections of this manual.

- Hazards which are known to exist are to be recorded in Schedule 1.
- Schedule 1 will be maintained as an up-to-date list by deleting hazards when they are eliminated and by adding new hazards as they are identified.

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8.

## **Material Safety Data Sheets**

Information is needed on the products we use in the workplace to -

- Identify hazards.
- Control hazards.
- Educate employees on hazards.

### **List of Materials**

The Safety Officer will maintain a list of all substances, chemicals, solvents and materials used and produced. See Schedule 3.

### **Obtain the Required Data**

- Where possible, receive from suppliers the Material Safety Data Sheets.
- When purchasing new products, Material Safety Data Sheets will be requested.

### **Regularly Review the Information**

- Can a less hazardous substance be substituted?
- Educate employees using the substance on any hazards.
- Ensure the correct protective clothing and equipment is used.
- Store appropriately.
- Handle appropriately.
- Ensure that the information that has been given is in such a form and manner that it is easily understood.

### **Central File of Material Safety Data Sheets**

On all hazardous materials, a central file of Material Safety Data Sheets is to be maintained by the Safety Officer. This file is located in the office.

### **Site Procedures**

All chemicals and fibre based substances introduced to the site must not be used unless accompanied by a Material Safety Data Sheet.

The Safety Officer will ensure that the use of these products will not be harmful to the staff handling the products, by ensuring the correct handling procedures are observed and that the appropriate type of protective equipment is provided and is to be used.

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9.

## **Contractors**

- Contractors need to understand our approach to Health and Safety and be aware of their responsibilities under the Health and Safety in Employment Act 1992.
- Contractors are to be aware that the Sections on Employee Rules and Procedures, Emergency Plans and the Register of Hazards apply to them, and must be adhered to.
- Contractors and their staff are to read the sections on Employee Rules and Procedures, Emergency Plans and the Register of Hazards.
- Contractors to inform the Principle/Employer of hazards that they will bring onto the Work Site (Part II - 18, Health and Safety in Employment Act 1992).
- Contractors to make available their Safety Records for inspection.
- Contractors are to have in place their Health and Safety System before working on our site.
- Forms of agreement are available for contractors, sub-contractors and major suppliers.

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10.

## First Aid Cabinets

1. Appropriately stocked first aid cabinets will be located as follows:

- One in each Company Service Vehicle.

The Safety Officer is responsible for restocking the First Aid Cabinet and recording usage.

2. Our definition of appropriately stocked is set out in Schedule 4.

## Health and Safety Signs

Health and Safety Signs will be displayed in the following areas:

| LOCATION           | SIGN DESCRIPTION   |
|--------------------|--|
| · Building Exits:  | Fire Exit Signs.   |
| · Workshop:        | Eye Protection to be Worn.<br>Hearing Protection to be Worn.<br>Hazardous Substance. |
| · Workshop Office: | First Aid.   |

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11.

## **Employee Training, Rules and Procedures**

These rules relate to safety procedures and rules of conduct and apply to all employees, contractors and visitors. They are to be adhered to at all times. Failure to comply with these requirements is regarded as serious misconduct which may result in disciplinary action and formal warnings. After two (2) such warnings, employment may be terminated.

### **Induction/Orientation**

- Employees shall read the Health and Safety Manual or the Handbook and sign off when they have done so by completing Form F or Form G.
- The Safety Officer shall show employees the physical layout of the land, buildings, where emergency exits are, where the hazards are, etc.
- Every Employer shall ensure that every Employee or Person in a place of work has been given, in such a form and manner that is easily understood, information about Emergency Procedures, Hazards on Site and where Protective Clothing is kept.

### **Training and Supervision**

Unless under the direct supervision of an experienced operator, employees may not use any plant or equipment, or use any chemical or substance unless they have been trained in the safe use of the item.

Training will include the use of protective clothing and safety equipment, the physical location of the Material Safety Data Sheets and first aid cabinet(s). To assist in staff training, hazardous tasks shall, when appropriate, be documented on a Safety Procedure Sheet.

If employees are not sure they should report to the Safety Officer.

**STRATEGIC PRODUCTIONS Ltd**

12.

|  |
|--|
| <b>Employees Duties and Procedures</b> |
|--|

- **General Duty**

Take all practical steps to ensure that you are safe at work and that you do not harm other people.

- **Report Dangers**

You must eliminate if practicable, or otherwise isolate or minimise all significant hazards and report to your Safety Officer or Employer **IMMEDIATELY** every hazard or safety problem that you notice.

- **Report Accidents, Injuries and Incidents**

If you witness an accident or incident where someone was or could have been injured, you **MUST** report it as soon as you can.

For serious harm accidents the accident scene must not be interfered with until authorised by an inspector unless absolutely necessary to save property, life etc.

If you received an injury while at work, it **MUST** be reported immediately to your Safety Officer. The accident will be recorded on either Form A (Record of Accident/Serious Harm) or Form B (Minor Accident or Near Miss Report). If a work injury is not reported on the day the injury occurs it may not be accepted as a work related injury, which could affect your right to ACC compensation.

- **Visitors**

Watch out for visitors and keep them safe. They may not be aware of the hazards that exist on your site.

**IF YOU ARE UNCERTAIN ABOUT ANYTHING - DO NOT PROCEED - ASK.**

**STRATEGIC PRODUCTIONS Ltd**

13.

## Emergency Plans

The purpose of an emergency plan is to provide a system for emergencies that may occur on our property.

### Probable Causes

- Fire.
- Storm.
- Earthquake.
- Chemical Spill.
- Gas Leak.
- Explosion.
- Structure collapse.
- Equipment failure.
- Accident.

### Procedure

- Vacate danger area immediately.
- Assess the situation, without endangering your life.
- Isolate, disconnect or contain danger.
- Person in charge to ensure all personnel are clear of the danger area.
- Provide first aid to injured personnel.
- The accident scene is not to be interfered with unless absolutely necessary to save life, property etc.
- Advise your Manager or Safety Officer as soon as all the other details have been attended to.
- For emergency services, **telephone 111.**

**STRATEGIC PRODUCTIONS Ltd**

14.

## Quality Assurance

We need to ensure that our Health and Safety system is maintained at the standard that we require.

This can be achieved by:

- having a senior executive accept overall responsibility for all aspects of health and safety.
- the establishment of a Health and Safety Team with representatives from all work areas.
- the appointment of a Safety Officer with special health and safety responsibilities and authorities.
- understanding the contents of the Health and Safety in Employment Act 1992 and other legislation that affects health and safety issues.
- the maintenance of a Health and Safety Calendar.
- having an external Health and Safety management review and adopting the recommendations. OSH can be contacted for advice and information.
- providing employees with information regarding the hazards identified and what to do in an emergency.
- measuring the health and safety improvements achieved and advising these results to staff.
- when appropriate, in respect of Health and Safety issues, monitor/survey plant, equipment, substances, site environment etc, and in accordance with Sections 11 and 12 of the Act, advise employees of the results.

**STRATEGIC PRODUCTIONS Ltd**

15.

|  |
|--|
| <b>Functions and Duties of Safety Officers</b> |
|--|

Safety Officers have a key role in helping to maintain and improve Health and Safety in the work environment.

Appropriate appointments will also help achieve the legal requirement of involving employees in the development of Health and Safety procedures.

The particular needs of each organisation will determine the specific roles and duties of Safety Officers. Generally they will represent those working in their area, department etc.

**ROLES OF HEALTH AND SAFETY OFFICERS****TYPICALLY**

- To be a member of the Health and Safety Team.
- To hold Health and Safety system forms and to ensure that they are properly completed and actioned.
- To play a major role in helping to identify hazards by inspection of equipment and premises, investigation of near misses, or by analysis of changes in plant, equipment or premises.
- To be responsible for investigating minor accidents and near misses. Management may wish to be directly responsible for investigating serious accidents.
- To act as Warden for site evacuation in the event of an emergency. This role includes ensuring immediate evacuation of staff to the agreed assembly area and accounting for all staff.
- To see that safety signs are displayed where necessary.
- To help organise or conduct staff induction training/orientation in Health and Safety and to help review staff training systems.
- To help in problem solving regarding Health and Safety requirements and improvements to the system.

**ACTUAL**

**Our Safety Officer's responsibilities are detailed in our Health and Safety Manual.**

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### Monitoring and Reporting

Section 10 of the Act requires employers, where elimination and isolation is impracticable, to monitor the employees' exposure to the hazard. With their informed consent, to monitor the employees health in relation to exposure to the hazard.

Section 11 of the Act requires that employees be given results of monitoring the health and safety:

- of the employee, or group of employees, (subject to individual privacy).
- of the hazardous conditions in the employee's place of work.
- statistics and of any review of their Health and Safety System (subject to individual privacy).

#### WHY

To avoid, or reduce the incidence of work related injuries or ill health to the benefit of employees and their dependants. The ACC rating of the organisation can be affected by the incidence of work related accidents. The organisation may qualify for a rebate, or alternatively, face a penalty fine.

Accidents and health problems result in additional costs for organisations, eg, recruitment costs for advertising and training costs for temporary staff and lost production due to reduced levels of morale and fitness.

#### HOW

The Health and Safety Team/Safety Officer/Occupational Health Nurse and Management should prepare and issue periodic reports to staff on the results of monitoring.

#### OBJECTIVE

The objective is to adequately inform staff and help all those involved in the organisation to achieve further improvements so as to provide a safer and healthier workplace. Monitoring can provide the data to enable an organisation to recognise the achievements of individuals or teams in an appropriate manner. The areas that can be reported on include:

- Self-inspection infringements.
- Near miss analysis.
- Periodic review of important hazards.
- Minor (not causing serious harm) accidents.
- Serious harm accidents.
- Training.
- Number of accident free days.
- Monitoring of groups in respect of a particular health hazard.

#### Our Reporting Back To Staff System

The reporting back process will be by memos at quarterly intervals.

The report will be prepared by the Safety Officer and issued by the Health and Safety Team.

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17.

|                               |
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| <b>Health and Safety Team</b> |
|-------------------------------|

In Health and Safety, like all other activities, there is opportunity for continual improvement by using the resources of all of the people affected by the activities of the organisation.

Our Health and Safety Team's structure and functions are as follows:

**STRUCTURE**

- Representatives from staff and a senior executive shall be members of the team.
- Safety Officers shall be members of the team.
- When appropriate, specialist knowledge will be obtained, eg, Occupational Health Nurse. While engaged, the specialist shall be a member of the team.

**FUNCTIONS**

The functions of the Health and Safety Team shall be to maintain the Health and Safety System, monitor and investigate health and safety matters or incidents and be proactive in making recommendations on health and safety issues to management. More specifically the team shall:

- Review Health and Safety policy and procedures including such matters as the recording system for accidents and hazardous incidents, and the safety rules to be observed by employees.
- Analyse reports of accidents and hazardous incidents within the undertaking.
- Consider suggestions and complaints from employees and/or management relating to Health and Safety.
- Analyse reports of health and safety inspections.
- Review the working environment, including workplace design and procedures.
- Undertake the selection, provision, proper use and maintenance of safety equipment.
- Consider hazardous substances and situations.
- Recommend safety training programmes for employees and management staff, including Safety Team members.
- Monitor the safety improvements achieved and publish these.
- Undertake any other health and safety assignments requested by the organisation.

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## SCHEDULE 1

**Register of Hazards****Excessive Noise****RISK**

- Damage to hearing.
- Communication problems.
- Decrease in productivity.
- Mental and physical health problems.
- Accidents from "not hearing" hazards.

**PRECAUTIONS**

- Noise surveys.
- Training of employees.
- Protective equipment.
- Records to be maintained.

**Hearing protection MUST be used by employees. As a general rule you should wear hearing protection if it is necessary to raise your voice to be heard by someone less than 60cm away.**

**Poor Visual Conditions****RISK**

- Damage to sight.
- Accidents from 'unseen' hazards.
- Decrease in productivity.

**Do not work in the dark if this can be avoided. Arrange lighting.**

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S1-2

**Atmospheric Conditions****RISK**

- Decrease in productivity.
- Increase in sick leave.

Where practical employees are to minimise unpleasant air temperature and humidity levels by heating, cooling, ventilation, shading, avoiding draughts, using air conditioning where this exists, appropriate clothing etc.

Report any problems to your Safety Officer or Manager.

**Chemical Reactions****RISK**

- Pollution.
- Fire.
- Explosion.
- Damage to health from poisonous gas, radioactive substances, burns to skin etc.

There shall be a list of all hazardous substances. Chemicals or substances must not be used unless accompanied by a Material Safety Data Sheet.

Follow suppliers instructions as set out on the Material Safety Data Sheets. Do not smoke or consume food whilst working with chemicals.

Store properly and keep secure so that the chemicals are safe from young children. Use the appropriate type of protective equipment. Employees are NOT to use hazardous substances unless they have been trained in their use or are under direct supervision.

Where appropriate employees will be advised of the procedures to be followed if spillage etc of hazardous substance occurs.

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S1-3

### Handling with Force

**RISK**

- Back injuries, neck sprains etc.

**PRECAUTIONS**

- Identify the "at risk" activities.
- Review the tasks.
- Change the methods and store the heavier items at heights above the knees and below the shoulders.
- Provide equipment, mechanical aids etc.
- Change the environment, shelves, steps etc.
- Take short, frequent rests.

**Employees are advised to use proper lifting techniques - bend the knees, test the weight and if you are confident, complete the lift keeping your back as straight as possible.**

**Follow the same procedure when putting down the load - straight back, bent knees and watch out for fingers. If the load is too heavy, get some assistance.**

### Occupational Overuse Syndrome

**RISKS**

- Damage to muscles, tendons etc.
- Reduction in productivity.
- Absence of staff.
- ACC experience rating.

**Employees are to note the precautions that can be taken, and should work with management to apply them when feasible.**

- Identify the 'at risk' activities.
- Spread workload - spell periods.
- Workstation ergonomic design.
- Training in technique and posture.
- Early reporting to be encouraged.

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S1-4

**Data Entry**

- To reduce the risk of Occupational Overuse Syndrome (O.O.S), office duties could be rotated.
- The keyboard tilt stands should be up at all times.
- The height of the chair should allow forearms to be a downward slope (to maintain blood to the hands).
- A footrest will probably be required to achieve this.
- Thighs should be parallel to the floor.
- The dry washing of hands at periodic intervals will improve blood flow and release tension in the wrists. If continually using the machine take a 5 minute break every hour.
- The screens should not be set at maximum intensity as this will cause eye strain.
- Lighting should be sufficient and arranged to minimise reflections, etc.
- Areas should be well ventilated.
- All Visual Display Unit operators should follow the "Visual Display Unit Code of Practice" obtainable from O.S.H.

S1-5

**Food Hygiene****RISK:**

- Contaminated Food.
- Bacteria.
- Sickness of staff.

**PRECAUTIONS:**

- Safe food storage.
- Training of staff in food hygiene.
- Clean cafeteria and kitchen.

**Employees are to note the risks and keep food safe. Deteriorated or contaminated food is to be kept separate and disposed of promptly.**

**All surface areas, equipment and implements shall be adequately washed clean and disinfected where necessary to avoid the occurrence of harmful bacteria, contamination or the spoiling of food.**

**Any food, equipment or implement that comes in contact with non-clean areas shall not be further processed or otherwise used. Food shall be protected from flies. If appropriate, whenever possible, keep food refrigerated.**

**Food and beverage stocks shall be properly managed and rotated so that they are disposed of before expiry date. Those goods exceeding their expiry date shall be disposed of by dumping.**

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| <b>Rubbish</b> |
|----------------|

Regular inspections of our rubbish disposal systems shall take place to assess its adequacy and hygiene and to ensure:

- that there are sufficient containers both in buildings and outside.
- that containers are sited effectively.
- that staff required to assist in clean-up are provided with appropriate equipment such as gloves, plastic bags and with adequate hand-washing facilities.
- that outdoor bins are weather proof.
- that rubbish is disposed of by methods which do not encourage pests such as cockroaches, mice, rats and seagulls.
- that the workplace is kept tidy.

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S1-6

### Dust, Fumes and Smoke

#### RISK

- Breathing difficulties.
- Nausea and sickness.
- Reduced productivity.
- Threat to health.

#### PRECAUTIONS

- "No Smoking" zones.
- Provision of masks and breathing equipment.
- Adequate ventilation and extraction system.

**Employees and other persons are to note the precautions, to use the equipment when this is necessary and not to work unprotected where there are hazards from fumes, dust and smoke. Ventilate or extract where necessary.**

### Fire

The risk of fire is always present, but can be reduced by keeping work areas clean, and by taking care when using machinery or tools which produce sparks or heat. Don't smoke anywhere near petrol, solvents or other flammable materials. Know where the fire extinguishers are and how to use them. Know your fire evacuation assembly point location.

The basic elements necessary for the production of fire are fuel, oxygen (air) and an ignition source. Prevention means keeping any of these elements away from the other two.

Fire fighting facilities are available on site. You must not interfere with this vital equipment. **FIRE HOSES AND EXTINGUISHERS ARE EXCLUSIVELY FOR THE FIGHTING OF FIRES.** Ensure that any empty or faulty equipment is reported. Fire fighting equipment must be able to be easily accessed at all times.

Make yourself familiar with all the fire fighting appliances. Check procedures with your Supervisor and learn how to use the fire extinguishers in your work area. **NEVER USE CONDUCTIVE EXTINGUISHERS SUCH AS WATER OR FOAM ON ELECTRICAL FIRE.**

Report any fire that you see.

If you discover a fire, extinguish it if possible, then advise the Supervisor. If you cannot extinguish it, **call Emergency Service immediately.**

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S1-7

### **Alcohol and Drugs**

**You will not be allowed to work if under the influence of alcohol, drugs or other substance.**

**Alcohol and drugs are strictly forbidden except where prior approval is given by management to allow the consumption of alcohol at an official function.**

Staff may be dismissed if found under the influence at work.

Inform your Manager or Safety Officer if you are on any medication that you suspect may have a side effect that could affect your ability to perform your assigned duties in a safe manner.

### **Practical Jokes and Horseplay**

**Practical jokes and horseplay will lead to dismissal and may result in prosecution.**

There is nothing wrong with having a bit of fun, but people have been hurt and even killed by practical jokes and horseplay that went wrong. Remember to ensure your fellow work people are kept safe at all times.

### **Sexual Harassment**

Staff at all levels are not to discuss or attempt to deal in any way with any allegations of sexual harassment. The complaint **MUST** be referred directly to the designated person for such allegations, who will deal with complaints or infringements in the first instance.

### **Precautions with Visitors and Contractors**

Take good care to ensure the safety of the general public. They are often not aware of the dangers and do not understand what may happen.

- Visitors and contractors to the property will be advised that there are hazards.
- Visitors and contractors will be notified of any serious hazards to be avoided.
- Visitors, contractors and staff will be warned to keep a safe distance from dangerous machinery.
- Children are not allowed on site unless accompanied by Management.
- All visitors and contractors must report to Reception and "sign in" so that their presence on site is recorded should there be an emergency.

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S1-8

**Signs**

- Suitable safety signs will be displayed in appropriate areas.
- Where appropriate, signs will be displayed warning members of the public/staff that there are hazards on the site.

**Lifestyle/Environment****RISK**

- Diseases and serious illness.
- Threat to life.

**Staff facilities such as toilets and personal facilities are to be kept clean. Protect your skin from the sun by covering with clothes, shading with a hat or by applying effective sun blocks.**

**Smoke Free Workplace**

**No smoking in non-smoking areas.**

All areas shall be nominated either smoking or non-smoking as determined by the Smoke Free Environment Act 1990.

This is also important from a fire safety aspect.

**Storage of Materials**

Storage of goods and materials will comply with the Code of Practice ie Safe Stacking and Storage.

Materials stored in racks, trolleys and other areas should be kept tidy and items should not be allowed to protrude. If any item presents a danger, and that item cannot be safely stored, then a white coloured flag should be fixed to the end of the item if the item cannot otherwise be isolated.

Avoid stacking near electric lights.

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S1-9

### **Protective Clothing and Safety Equipment**

**These items are for your safety and benefit - use them. They are required by law and this applies to all persons.**

**When a person persistently fails to wear protective gear that person will be suspended until he or she complies. After two such warnings, his/her employment may be terminated.**

**You can be taken to Court by the Department of Labour for not using safety equipment.**

- Use barrier creams or gloves when working with chemicals such as epoxies.
- Use safety goggles.
- Wear safety footwear.
- Wear ear muffs.
- Wear respiratory protection.
- Wear your hard hat when working near equipment such as excavators or when on construction sites, in a designated, or otherwise deemed to be, a hard hat area.

If in any doubt, ask your Supervisor or if on a site under someone else's control, ask the person in authority.

### **Dangerous Goods**

Bulk dangerous goods must be kept in the Dangerous Goods Store.

The requirements for safety signs must be adhered to and remain visible.

Decanting for production use is to be controlled and will conform with licensing and insurance requirements.

### **Sharp Objects**

- Take care when using sharp and pointed objects.
- Such objects will be adequately maintained, cleaned and stored where they will not be a hazard.
- Employees will be advised of the hazards associated with the use of sharp and pointed objects.

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S1-10

## Ladders

**Only ladders conforming to NZS 5233: 1986 or NZS 3609: 1978 may be used on site.**

Ladders used incorrectly or in bad condition have caused many serious falls. Before using any ladder check for:

- Defective rungs.
- Warping, cracking or splintering of stiles.
- Faulty Feet.

When using a ladder remember to:

- Stand the ladder on a level base.
- Set the ladder at the correct angle.
- Secure the ladder by lashing at the top and bottom, or have someone holding the bottom securely.
- Ensure the ladder is long enough to do the job.
- Ensure the ladder is not upside-down.
- Ensure the ladder is not back to front.

Always face the ladder and use both hands when climbing or coming down.

Don't use a metal ladder near electricity.

Always wear shoes with heels when climbing a ladder.

Never over-reach sideways - get down and move the ladder.

A ladder should project at least one (1) metre above any landing place.

The correct angle for a ladder is one (1) unit of measurement out at the base for every four units of height.

Do not use extendible step-ladders as anything other than step-ladders.

When not in use ladders will be safely stored where they cannot be accessed by children.

## Radios

Radio noise can prevent you from hearing a warning or a cry for help. In some activities, for safety reasons, your attention must remain on the job.

Where radios are allowed radio volumes will not exceed moderate noise levels. The acceptable volume will be determined by the Safety Officer.

"Walkman's" are not permitted.

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S1-11

**Vehicle Management**

- All freight should be properly secured.
- All vehicles are to be maintained in good repair and not to be driven when known to be unsafe.
- Only appropriately qualified staff can drive/operate vehicles.
- Trailers are to be securely fixed to the towing vehicle and stored safely when not in use.
- Swap bodies are to be adequately chocked and supported when being detached from tractor units.
- Load and unload vehicles on even ground.

**Machinery - General****RISKS**

- Piercing or cutting.
- Crushing.
- Entanglement.
- Bacterial build-up.
- Ejection of flying objects.
- Occupational Overuse Syndrome.
- Pollution/emissions of harmful substances.
- Electric shocks.

Employees are to note that the following precautions are designed to make machinery safer to operate.

- Cut off switches.
- Guards.
- Regular maintenance.
- Training of employees.
- Isolation of machinery by turning off power, pneumatic, or hydraulic supply lines.
- Test runs.

**Guards are never to be removed. Only properly trained/experienced staff are permitted to use hazardous equipment, unless they are under direct supervision. Engines, machinery and plant will be maintained in good working order.**

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S1-12

### Handtools - Unpowered

- Staff not experienced in using handtools will be given suitable training in the correct use of each type of handtool.
- All handtools will be maintained in good working order at all times.
- All handtools will be adequately stored where they will not be a hazard.
- Staff and other persons using handtools will wear appropriate safety equipment when using them.
- Mushroomed chisels and drift pins, defective screwdrivers, broken handled hammers, spread wrenches, and greasy tools cause injuries. Avoid them.
- Dress the heads of shock tools when they begin to show signs of mushrooming.
- Chips from mushroomed tool-heads fly with the speed of a bullet and can do as much damage.
- Substitute brass or rubber-headed hammers for steel hammers wherever possible.
- Wear goggles when using steel-on-steel impact tools.

### Electrical Equipment

**Tampering with equipment, tools or wiring by unqualified persons is not permitted. Electricity seldom gives a second chance.**

**Always use an isolating transformer or earth leakage circuit breaker (ELCB) when appropriate, such as when working outside or in damp conditions.**

Check all leads, plugs and tools before use, and report any damage or problems. **Do not use** damaged or defective equipment. Protect leads when in use.

Extension leads and cords must be placed in a manner which will not create a "Tripping hazard", or in a way which will lead them to be damaged by equipment or materials".

**Always** assume wiring is "live".

If it is necessary to work on live electrical equipment always be accompanied by a competent assistant who has been instructed in C.P.R.

### Handtools - Powered

- Where appropriate, transformers or earth leakage circuit breakers (ELCB) will be used at all times.
- Power cords will be maintained in good order at all times. Any breaks or cuts will be properly repaired at the time they occur.
- Power sockets and electrical wiring will be maintained in safe condition. Where appropriate, isolating switches may be incorporated in circuits.
- Only qualified trades staff or staff under supervision may use cutting and welding tools.
- Special protective clothing and equipment, eg, masks or goggles will be used when using steel cutting, steel drilling, steel grinding, and welding equipment.

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S1-13

**Public Safety**

**Take good care to ensure the safety of the general public.** They are often not aware of dangers and do not understand what may happen.

Children under the age of 16 years are not allowed on site for any reason unless **accompanied by management.**

**Eyes**

**Eye safety equipment must be worn in areas where flying particles are likely and when using tools that create such particles.**

**Footwear**

**All persons on a construction site are required to wear approved safety footwear.**

This means boots, shoes or gumboots with durable uppers, steel toecaps and non-slip (oil resistant) polyurethane or rubber soles.

Gumboots should only be worn in wet areas.

**Hard Hats**

The wearing of hard hats is compulsory on all of our sites which are designated hard hat areas and at other times and places as may be directed by the Site Foreman.

**Loose Clothing and Long Hair**

**Do not wear loose clothing or untied loose hair when working on site.**

Severe accidents involving moving plant or machinery may occur.

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S1-14

### **Powder Power Tools**

**These are tools which use an explosive charge to drive fixings into concrete, steel or timber and like a firearm, are potentially lethal.**

**Operators must wear safety goggles and ear protection. "Firing" must be called out prior to triggering the charge.** Powder driven tools can only be used by a person who is the holder of an accredited operators card or who is under the direct supervision of such a person.

Powder driven nails should only be removed using the proper tools.

### **Compressed Air**

- **Check all air lines and tools before use.**
- **Fasten all hose connections securely.**
- **Ensure the correct fittings are available and tied.**
- **DO NOT use compressed air to blow dust from clothing or skin .... it could be fatal.**
- **Treat compressed air with respect.**

### **Welding and Gas Cutting**

**Operators must have the approved protective gear. Screens must be erected. A fire extinguisher must be nearby, and the area clean. Nearby workers should wear safety glasses. Cylinders must be upright and secured. If you smell gas leaking report it immediately! This equipment should only be used by experienced operators.**

### **Scaffolding**

**Suitable and sufficient scaffolding and working platforms must be provided for construction work to be carried out safely.**

**Scaffolding above eight (8) metres in height must be erected by qualified persons.**

**Scaffolding over three (3) metres high requires a guardrail and midrail.**

**Mobile scaffolds must have the wheels locked when people are working on them.**

**Don't ride mobile scaffolds.**

**Never attempt to modify scaffold over eight (8) metres in height yourself. Make sure toe boards are securely in place and that guard rails are installed, and planks sound and secure.**

**Do not use scaffold planks as saw benches.**

**Your Supervisor/Site Foreman must inform OSH that this activity is being carried out.**

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S1-15

### Guard Rails

**Perimeters, exposed sides and ends of working platforms and openings in floors and walls more than 3m in height must be provided with guardrails as shown below.**

Standard guardrail dimensions are:

|          |  |
|----------|--|
| Handrail | 1000 mm minimum - 1100 mm maximum height   |
| Toeboard | 225 mm minimum height or provide a midrail |

If you see a guardrail missing or damaged, fix if possible, if not, report it promptly - don't leave it for someone else to action - the "action" may be going over the side!

### Asbestos

On the discovery of any asbestos **all work must stop in that area and immediately reported to the Site Foreperson or Safety Supervisor**, whereupon a specialist sub-contractor will be engaged to remove the offending material.

The Directors must be notified of all asbestos on site.

The Asbestos Regulations 1983 require that notification be given to the nearest offices of the Department of Labour and the Department of Health 3 working days before restricted work involving asbestos is commenced.

### Dogs

Dogs and other animals are NOT allowed on any site.

### Excavations

Where appropriate suitable signs/lights must be displayed to advise people of possible hazards.

Never work alone in an excavation.

Work in an excavation over 1.5m deep requires the supervision and control of a qualified Safety Supervisor.

Excavations where appropriate should have protective guard rails/fencing/taping etc.

All legal requirements regarding excavations must be adhered to.

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S1-16

**Slippery Floors**

Take care as there are sections of the floor that can be slippery.

Staff should ensure that a thorough daily sweep up of wooden floor areas is undertaken. In specific areas, more frequent sweeping may be required.

Wear appropriate footwear.

Any spillage or water on floors should be mopped up immediately. Warning signs are to be used if necessary.

**Ropes and Chains - Cargo Straps or Load Securing Devices**

All ropes, chains and straps will be maintained in good working order. Employees will be warned of the dangers associated with the use of ropes, chains or straps that do not have sufficient "breaking strength" for the given task.

**Cement**

All staff will be aware of the need to avoid ingesting cement through the skin or by breathing it in.

**Glass**

All production glass should be safely stored and not protrude from storage racks.

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S1-17

**First Aid**

**Report all injuries and sickness immediately, no matter how minor, to your Supervisor. Treatment will be given or arranged and the incident recorded in the Accident Register.**

Should later medical care be required, you will have a record of the incident.

**Storage of Rods and Castings**

Rods and castings should be safely stored so that rods do not protrude and create a hazard. This applies to racks and trolleys.

**Chemicals - Fibre Based Products**

**All chemicals and fibre based substances introduced to site must not be used unless accompanied by a Material Safety Data Sheet (MSDS).**

The responsible Foreperson will ensure that the use of these products will not be harmful to those workers handling such, or the environment, and that the correct procedures for use are observed and the appropriate type of protective equipment is provided and used.

If it is not possible to safely use any substance or there is a doubt about MSDS information, then the substance must not be used until the correct information is available, or an alternative sought.

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**SCHEDULE 2****Health and Safety Calendar****For the Period Ended 31st March 2019:**

| <b>Objective</b>  | <b>Target</b>      | <b>Achieved Date</b> | <b>Signature</b> |
|---|--------------------|----------------------|------------------|
| Review Health and Safety Policy.  | 28th February 2019 |                      |                  |
| Review Safety Officers role and effectiveness.                                  | 31st March 2019    |                      |                  |
| Review training programme.  | 31st March 2019    |                      |                  |
| Set H & S objectives for the next year  | 31st March 2019    |                      |                  |
| Check the system of identifying hazards. Is the Schedule of Hazards up-to-date? | 31st March 2019    |                      |                  |
| 6-monthly check to see that the Planned Inspection System is working properly.  | 1st May 2019       |                      |                  |
|   |                    |                      |                  |
|   |                    |                      |                  |

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## SCHEDULE 3

**Hazardous Materials Register**

| Item<br>Description | Hazche<br>m<br>Number | U.N.<br>Number | Poison<br>Code | Nature of<br>Hazard |
|---------------------|-----------------------|----------------|----------------|---------------------|
|                     |                       |                |                |                     |

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## SCHEDULE 4

|                                      |
|--------------------------------------|
| <b>Contents of First Aid Cabinet</b> |
|--------------------------------------|

The kits detailed below exceed the minimum scale required under the Factories and Commercial Premises (First Aid) Regulations 1985 and amendments.

| Contents                            | Kit Details |      |      |      |       |       |
|-------------------------------------|-------------|------|------|------|-------|-------|
|                                     | No 1        | No 2 | No 3 | No 4 | No 5  | No 6  |
| Accident Register *                 | 1           | 1    | 1    | 1    | 1     | 1     |
| Adhesive Tape Roll                  | 2.5         | 2.5  | 5cm  | 5cm  | 2x5cm | 2x5cm |
| Antiseptic Liquid 125/250ml         | 125         | 250  | 500  | 500  | 1000  | 1000  |
| Bandages                            |             |      |      |      |       |       |
| - WOW 6cm                           | 2           | 3    | 5    | 6    | 8     | 12    |
| - WOW 8cm                           | 1           | 2    | 4    | 6    | 8     | 12    |
| - Triangular FAB                    | 2           | 2    | 4    | 4    | 6     | 6     |
| Brulidine Cream                     | -           | -    | 1    | 1    | 1     | 1     |
| Dressing Strip 6cm 4026             | 1           | 1    | 2    | 3    | 3     | 5     |
| Eye Bath Plastic                    | -           | 1    | 1    | 1    | 1     | 1     |
| First Aid Booklet NZS               | 1           | 1    | 1    | 1    | 1     | 1     |
| Pencil                              | 1           | 1    | 1    | 1    | 1     | 1     |
| Safety Pins                         | 6           | 6    | 12   | 24   | 24    | 24    |
| Scissors S/D 5N                     | 1           | 1    | 1    | 1    | 2     | 2     |
| Receptacle for Soiled Dressings     | -           | -    | 1    | 1    | 1     | 1     |
| Splinter Forceps 458S               | 1           | 1    | 1    | 1    | 1     | 1     |
| Plastic Strips                      | 24          | 100  | 100  | 100  | 100   | 100   |
| Sterile Dressings 5 x 7.5cm         | 2           | 3    | 4    | 5    | 5     | 8     |
| Sterile Dressings 5 x 10cm          | 1           | 2    | 6    | 5    | 10    | 8     |
| Wound Dressings 13                  | -           | 1    | 1    | 1    | 2     | 2     |
| Wound Dressings 14                  | -           | 1    | 1    | 1    | 2     | 2     |
| Wound Dressings 15                  | -           | -    | 1    | 1    | 2     | 2     |
| Eye Pads                            | 1           | 2    | 4    | 4    | 6     | 6     |
| Eye Tissues                         | 1           | 1    | 1    | 1    | 1     | 1     |
| Crepe Bandage 5cm                   | -           | -    | -    | 1    | 1     | 1     |
| Crepe Bandage 7.5cm                 | -           | -    | -    | 1    | 1     | 1     |
| NZS Barrier Cream                   | -           | -    | 1    | -    | -     | -     |
| Disposable Gloves Vinyl (pair)      | 2           | 4    | 6    | 6    | 6     | 6     |
| AID/Hepatitis Label                 | 1           | 1    | 1    | 1    | 1     | 1     |
| Sterile Non Adhesive Pads - Melolin | 5           | 5    | 5    | 10   | 10    | 10    |

STRATEGIC PRODUCTIONS Ltd

**KEY**   • **No 1** up to 5 persons      • **No 2** 6 to 25 persons      • **No 3** 26 to 50 persons  
             • **No 4** 51 to 75 persons      • **No 5** 76 to 100 persons      • **No 6** 101 to 200 persons

\* Optional use - see Section 5 - Accident or Near Misses

**STRATEGIC PRODUCTIONS Ltd**

## FORM C - SAFETY INSPECTION CHECKLIST

DATE: \_\_\_\_\_

SITE: \_\_\_\_\_

Page 1 of 4

| Item  | Safe |    | Action to be Taken | By Date | Action Complete<br>d<br>Authorise<br>d<br>Signature | Date<br>Actually<br>Complete<br>d |
|---|------|----|--------------------|---------|---|-----------------------------------|
|   | Yes  | No |                    |         |   |                                   |
| <b>General Safety:</b>                        |      |    |                    |         |   |                                   |
| First aid kit available and stocked           |      |    |                    |         |   |                                   |
| Warning signs displayed                       |      |    |                    |         |   |                                   |
| Site fencing                                  |      |    |                    |         |   |                                   |
| Guarding of water hazards                     |      |    |                    |         |   |                                   |
| Guardrails to excavations                     |      |    |                    |         |   |                                   |
| Guardrails to stairways and floor openings    |      |    |                    |         |   |                                   |
| Guardrails to perimeter (upper floors)        |      |    |                    |         |   |                                   |
| Ladders secure                                |      |    |                    |         |   |                                   |
| Fire protection                               |      |    |                    |         |   |                                   |
| Lighting (incl lights in stairwells)          |      |    |                    |         |   |                                   |
| Hardhats notices displayed                    |      |    |                    |         |   |                                   |
| Hardhats being worn                           |      |    |                    |         |   |                                   |
| Protective footwear being worn                |      |    |                    |         |   |                                   |
| Protection for eyes being worn                |      |    |                    |         |   |                                   |
| Protection for hearing being worn             |      |    |                    |         |   |                                   |
| Respiratory protection being worn             |      |    |                    |         |   |                                   |
| Hygienic and clean offices, toilets and sheds |      |    |                    |         |   |                                   |
| <b>Machinery, Woodwork and Concrete:</b>      |      |    |                    |         |   |                                   |
| Guards  |      |    |                    |         |   |                                   |
| Conditions of saw blades/cutter               |      |    |                    |         |   |                                   |
| Switches, leads and plugs                     |      |    |                    |         |   |                                   |
| Floor area (clean and stable)                 |      |    |                    |         |   |                                   |
| General Condition                             |      |    |                    |         |   |                                   |

**STRATEGIC PRODUCTIONS Ltd**

**FORM C - SAFETY INSPECTION CHECKLIST**

Page 2 of 4

| Item                                   | Safe |    | Action to be Taken | By Date | Action Completed<br>Authorised Signature | Date Actually Completed |
|--|------|----|--------------------|---------|--|-------------------------|
|  | Yes  | No |                    |         |  |                         |
| <b>Housekeeping:</b>                   |      |    |                    |         |  |                         |
| Access/Egress clear                    |      |    |                    |         |  |                         |
| Stacking of materials                  |      |    |                    |         |  |                         |
| Floor areas                            |      |    |                    |         |  |                         |
| Workplaces                             |      |    |                    |         |  |                         |
| Site tidy                              |      |    |                    |         |  |                         |
| Site secure                            |      |    |                    |         |  |                         |
| Equipment set up                       |      |    |                    |         |  |                         |
| <b>PP Tool:</b>                        |      |    |                    |         |  |                         |
| Six month overhaul and certificate     |      |    |                    |         |  |                         |
| Accredited operators                   |      |    |                    |         |  |                         |
| Adequate lock-up facilities            |      |    |                    |         |  |                         |
| <b>Excavations:</b>                    |      |    |                    |         |  |                         |
| Notifiable?                            |      |    |                    |         |  |                         |
| Access                                 |      |    |                    |         |  |                         |
| Machinery                              |      |    |                    |         |  |                         |
| Shoring                                |      |    |                    |         |  |                         |
| Proximity to power lines               |      |    |                    |         |  |                         |
| Material 600 mm from the edge          |      |    |                    |         |  |                         |
| <b>Scaffolding:</b>                    |      |    |                    |         |  |                         |
| Notifiable?                            |      |    |                    |         |  |                         |
| Register?                              |      |    |                    |         |  |                         |
| Access                                 |      |    |                    |         |  |                         |
| Foundations, fixing                    |      |    |                    |         |  |                         |
| Bracing, ties, guard rails, toe boards |      |    |                    |         |  |                         |
| Working Platforms                      |      |    |                    |         |  |                         |
| Proximity to power lines               |      |    |                    |         |  |                         |

**STRATEGIC PRODUCTIONS Ltd**

**FORM C - SAFETY INSPECTION CHECKLIST**

Page 3 of 4

| Item  | Safe |    | Action to be Taken | By Date | Action Completed<br>Authorised Signature | Date Actually Completed |
|---|------|----|--------------------|---------|--|-------------------------|
|   | Yes  | No |                    |         |  |                         |
| <b>Electrical:</b><br><br>Three-monthly check by registered electrician for temporary power supply<br><br>Condition of supply leads<br><br>Transformers/ELCB's being used |      |    |                    |         |  |                         |
|   |      |    |                    |         |  |                         |

**STRATEGIC PRODUCTIONS Ltd**



### FORM C - SAFETY INSPECTION CHECKLIST

Page 4 of 4

| Item | Safe |    | Action to be Taken | By Date | Action Completed<br>Authorised<br>Signature | Date Actually Completed |
|------|------|----|--------------------|---------|---|-------------------------|
|      | Yes  | No |                    |         |   |                         |
|      |      |    |                    |         |   |                         |

**STRATEGIC PRODUCTIONS Ltd**

STRATEGIC PRODUCTIONS LIMITED

# HEALTH AND SAFETY POLICY

IN ACCORDANCE WITH THE REQUIREMENTS OF THE HEALTH AND  
SAFETY IN EMPLOYMENT ACT 1992

August 2019

Strategic Productions Limited

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**HEALTH AND SAFETY PLAN for STRATEGIC PRODUCTIONS LIMITED**

(In accordance with the Health and Safety in Employment Act 1992)

**CLIENT: INTRODUCTION**

The following Health and Safety Plan is custom written to provide for the safety and health of STRATEGIC PRODUCTIONS staff, client staff and the general public. Please also refer to our adopted Safe Working Practices Guide.

Every employee shares with management the responsibility for the implementation of systems to identify hazards or potential hazards on or about their place of work.

STRATEGIC PRODUCTIONS is committed to provide and maintain a safe working environment for their staff. All staff are to read this plan in conjunction with the STRATEGIC PRODUCTIONS Health and Safety Policy.

**SCOPE**

- The purpose of this health and safety plan is to:
  - report the hazard to the appropriate authority;  
Report accidents and/or near misses to STRATEGIC PRODUCTIONS management.
  - identify all hazards to employees at their place of work;  
identify any new hazards which arise at the employees place of work; assess each hazard identified and determine if it is a significant hazard;
  - take all practicable steps to eliminate, isolate or minimise hazards;
  - physically define the areas containing hazards so all persons in the work area can easily identify the hazard;

**SAFETY AND HEALTH PLAN****HAZARDS**

Listed below are some of the hazards, which may be encountered when working in New Zealand Venues

They include:

- Slippery flooring and surfaces
- Falling objects
- Electrocution
- Insecure and/or steep access ladders
- Traffic
- Noise
- Protruding objects
- Blackout due to power failure
- Working at heights
- Insecure working platforms

**HAZARDS ON CUSTOMERS' PREMISES:**

Seeking information before starting work:

Before starting work the in any New Zealand Venue we may submit for information of any hazards which exist and which may be encountered in the course of our work, and how they should be dealt with.

This is to include:

- where particular hazards are likely to exist;
- where we are undertaking work for the first time;
- where we do, or are likely to do ongoing work for the customer on a regular basis (even if only minor work);
- where we are likely to be undertaking a job on the premises of 24 hours work or more in total.

The Hazard Identification Form (Appendix 1) should be used for this purpose.

**FOLLOW-UP OF HAZARDS WE IDENTIFY.**

The following procedure is to be observed when we identify hazards at our place of work which:

- are not of our making,
- are beyond our control to address, and
- may or may not affect ourselves.
  
- The Safety Monitor on the job, or the employee if working alone will advise the appropriate representative of the client company promptly of the perceived hazard.
- If the person reporting the hazard has reason to believe that the appropriate action may not be taken by the client company, or if for other reasons the circumstances justify further action, our employee will notify his manager who will confirm the existence of the hazard in writing to the client company. A record will be kept.
- Update the Hazard Identification Form.

**ESTABLISHMENT OF A SAFE WORKING ENVIRONMENT**

The following steps and questions are provided to assist the establishment of a safe working environment. The systematic steps may alter from job to job, however the basic outline will ensure that a safe working environment is established.

- On acceptance of a job request, the client is obliged (under the HASIE Act Section 16, 17) to inform us what hazards exist or may eventuate. This is to be requested to be supplied in writing. Please ask for it.
- Once on site and at the immediate working area, identify the advised hazards. Examine the immediate working area for any existing hazards not previously advised. i.e. Traffic, wind, rain, working under objects, working at height.
- Take appropriate steps under the 'hierarchy of control' to manage the hazard. Communication of identified unadvised hazards to the client and / or manager.

**EMPLOYEE INVOLVEMENT**

To achieve best practise in occupational safety and health we will ensure the involvement of all employees and management personnel. Employees are often in the best position to identify threats to safety and health which exist in the workplace and to offer suggestions to remedy them. Those who contribute towards improvement are much more likely to be committed towards achieving results. STRATEGIC PRODUCTIONS actively encourage the involvement of employees in all aspects of health and safety in the workplace.

Strategic Productions Limited

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Each regular staff meeting has time specifically allocated to Safety and Health issues. Information discussed at these meetings is documented and actioned accordingly. Staff are encouraged to use this forum to bring to the attention of all participants any Health and Safety matters.

#### **TRAINING**

STRATEGIC PRODUCTIONS encourage all staff to participate in additional training to that provided by STRATEGIC PRODUCTIONS. As an employer STRATEGIC PRODUCTIONS will provide specialist training to suit the particular requirements of the company.

As part of the requirements of regulation 24(5) of the Electrical Regulations 1993, all practising electricians are obliged to undertake 24 monthly refresher courses in:

- a) Safe Working Practices
- b) Testing To Ensure Safety
- c) Basic First Aid
- d) Cardio-Pulmonary Resuscitation (Basic Life Support)

#### **ARRIVAL ON AND DEPARTURE FROM SITE**

- Any procedures and / or requirements for work permits will be followed.
- Non-smoking signs and areas will be complied with.
- The client's site security procedures will be followed.
- The client's site safety procedures will be complied with in all respects.
- All required clearances and work permits will be obtained prior to commencing work.
- The clients emergency procedures will be followed.

#### **EMERGENCY PROCEDURES**

Employees will familiarise themselves with the site emergency procedures, evacuation procedures and evacuation routes.

Employees will identify the location(s) of the closest Fire Alarm Public Call Boxes, Fire Extinguishers and Fixed Fire Fighting Hose Reels to their place of work, and familiarise themselves with the operation of them.

On the discovery of fire, an employee will activate the nearest Fire Alarm Public Call Box, and ring the Fire Service by dialling (any appropriate access number for an outside line) 111, and requesting 'Fire Service'.

**In an emergency your first duty is to protect yourself and to warn others of the danger.**

#### **ACCIDENT REPORTING**

All work-related accidents and near miss incidents shall be reported:

- to the responsible staff member of the client company.
- to STRATEGIC PRODUCTIONS management.

#### **MINOR ACCIDENTS**

- Initiate / arrange for first aid treatment to be delivered.
- Secure the accident site.
- Inform STRATEGIC PRODUCTIONS management.
- Enter accident details in the Accident Register at the office's of STRATEGIC PRODUCTIONS.

#### **SERIOUS ACCIDENTS**

**The emergency procedures and requirements of the client company will be followed, unless they require less than the following.**

- Secure Accident area.
- Stay calm. Do not move the injured person unless it is necessary to do so to protect them from further danger or hazards.
- Initiate or arrange for first aid and other emergency services required to deal with the incident.
- **Unless** to the extent necessary to:
  - save life;
  - prevent harm;
  - or relieve the suffering of any person;
- **Do not** disturb, or allow to be disturbed, the accident site until a responsible person from the client company, STRATEGIC PRODUCTIONS, Occupational Safety and Health Division, Dept. Of Labour, or NZ Police is in attendance and authorises such action.
- Advise the responsible person of the client company of the accident. If the accident involves STRATEGIC PRODUCTIONS personnel, enter accident details into the Accident Register at the offices of STRATEGIC PRODUCTIONS.

maintain access to an essential service;

prevent serious damage or serious loss to property,

**APPENDIX 1****HAZARD IDENTIFICATION AND REPORTING FORM**

CLIENT

CONTACT PERSON (Venue Manager)

LOCATION

DATE

| HAZARD DESCRIPTION |  | ACTION TAKEN FOR HAZARD MANAGEMENT |
|--------------------|--|------------------------------------|
|                    |  |                                    |
|                    |  |                                    |

**COMMENTS:****NOTE:**



Has STRATEGIC PRODUCTIONS management, and the Client's company contact, been informed of the above hazards?

**SPECIFIED PERSONS FOR**

| <b>Title</b>                                      | <b>Name</b> | <b>Contact Number</b> |
|---|-------------|-----------------------|
| Contract Manager                                  |             |                       |
| Site Manager                                      |             |                       |
| Safety Officer                                    |             |                       |
| Other responsible person (specify responsibility) |             |                       |
|   |             |                       |
|   |             |                       |
|   |             |                       |
|   |             |                       |

**NO JOB IS SO IMPORTANT OR URGENT THAT IT CANNOT BE DONE SAFELY**

**ALL WORK WILL BE CARRIED OUT IN A SAFE MANNER**







**TooT Suite boutique festival** is a family, music, food & art, charity & social media event designed for the **Kāpiti Coast**.

**Support from Kāpiti Coast District Council is sought to ensure a successful & scalable festival.**

Southward Car Museum is a symbol of cultural sophistication & appreciation unique to the Kāpiti Coast. The appropriate venue for the **TooT SuiTe boutique festival** - an event of music & art for the Kāpiti Coast.

TooT SuiTe boutique is designed to scale.

Plans are in place to develop four significant events over three months of 2021.

**a fresh culture experience #tootsuite #kapiticoast**



To be presented by **Kāpiti Coast District Council** the family movie night is the start of the **Toot Suite boutique festival** & involves a licensed public screening of **Cars** (2006) from Disney Pixar as a free entry public event.\*

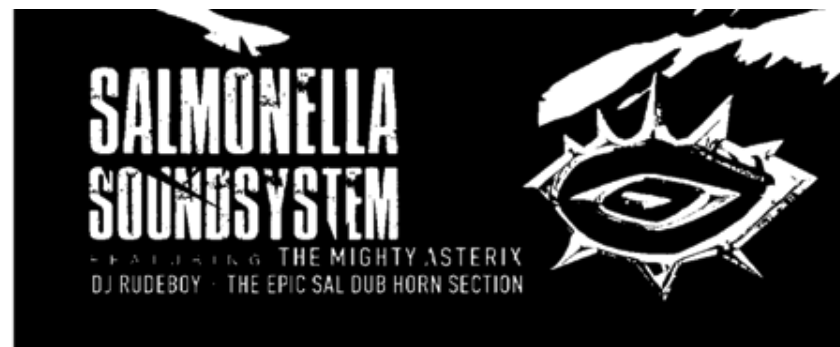
**1500 - 2000** people expected - **local families** with picnic blankets & **visitors** making their way to Paraparaumu with the movie as a destination... posters & advertising throughout the wider Wellington region & Horowhenua with intensive targeted social campaigns, interactive posters & billboards & local radio.

\*(optional gold coin donation to charity)

a family experience **#tootsuite** **#kapiticoast**



a family experience #tootsuite #kapiticoast



**The  
Phoenix  
Foundation**



**TooT Suite boutique festival** features an award winning hit list of popular bands & performers with Salmonella Dub Soundsystem, Phoenix Foundation, Laughton Kora & Sunshine Soundsystem, Raw Collective, Raiza Biza & more...

**Strategic Productions by Plan BETA** have designed & developed the **TooT Suite boutique festival** for the Kāpiti Coast with proven production methods & ability to scale.

Premium quality production establishes an international standard for future events on the Kāpiti Coast.









A selection of the most popular mobile food vendors from the Wellington region to feature a superb variety of menus & taste delights!

**TooT SuiTe boutique festival** will feature **ARTIVIST** art installations & performers with a poetry space, live fashion, site decoration, special effects lighting & performers during the day...

The **Art & Food** section of the **TooT SuiTe boutique festival** will develop as an integral & independent event element.

a food & arts experience #tootsuite #kapiticoast





**TooT Suite boutique festival** is socially responsible.

**TooT SuiTe boutique festival** makes a financial donation & provides a physical presence for selected charities & causes.

The **Strategic Productions by Plan BETA** team & subcontractors consider waste care including recycling, health & safety & resource compliance, security & traffic management & licensing.



social responsibility #tootsuite #kapiticoast



social responsibility #tootsuite #kapiticoast



i S P A R X



**TooT Suite boutique festival** is social & digital savvy - Facebook, Instagram, Linkedin & advanced mobile Apps.

The **Immersive Space Programme by Plan BETA** have developed a digital media platform of augmented reality, positioning technology & content streaming for web & mobile devices - **iSPARX**.

**Plan BETA** will have the **iSPARX V350 OB** (outside broadcast) van on site to capture & broadcast **XTREME WebTV** featuring scenes of the **Kāpiti Coast** on Facebook Live & Instagram.

A branded selfie touchscreen\* is a first allowing the user to take a branded selfie with friends that may be posted & shared to directly to social media... **Kāpiti Coast District Council** will be included in the branding.

\*see attached user flow

a social media experience #tootsuite #kapiticoast







\*our expectation:

**'TooT Suite'** becomes a synonymous with the **Kāpiti Coast**  
- family, music, food & art, charity & social media events.

unique experiences #tootsuite #kapiticoast





**Kāpiti Major Event Fund Application Form 2019****COMPLETING AND SUBMITTING YOUR APPLICATION**

Once all sections have been completed send this application and all supporting documents to:  
events@kapiticoast.govt.nz

or by post to:

Major Event Fund, Kāpiti Coast District Council Private Bag 60601, Paraparaumu 5254

Or drop into Customer Services at:  
175 Rimu Road, Paraparaumu

Please contact us if you have not received notification from us of receipt within 10 working days of submitting your application.

*If you have any questions about completing your application or the application criteria please email us at [events@kapiticoast.govt.nz](mailto:events@kapiticoast.govt.nz) or call Orlaith in our Economic Development team on 04 296 4713.*

**Section 1: Applicant & Organisation Details**

Name of applicant organisation: Coasters Musical Theatre Inc

Name of contact person: Jessica Clough

Position held: President

Postal address: 15 Hinemoa Street

Telephone: 04 9020572

Mobile: 0212657839

Email: coastersmt@yahoo.co.nz

|                       |     |    |                       |                    |
|-----------------------|-----|----|-----------------------|--------------------|
| Is it a legal entity? | Yes | No | Type of legal entity: | Registered Charity |
|-----------------------|-----|----|-----------------------|--------------------|

|                       |     |    |                       |  |
|-----------------------|-----|----|-----------------------|--|
| Is it a legal entity? | Yes | No | Type of legal entity: |  |
|-----------------------|-----|----|-----------------------|--|

Name of event organiser (if different from above):

Please list prior major event experience of the organisation:

Coasters Musical Theatre Started in 1980, and has been putting self-funded medium and large scale events on for the community over the last 40 years. Our last large event was "The King and I" in 2007, performed at Southwards

We have self-funded since 2007 all our small shows, usually 3-4 per year. A mixture of Scripted Musicals and Cabarets.

We know we can provide quality entertainment, and our venue is not big enough to support a major production. Kapiti Performing Arts Centre provides top quality theatre space for such a show.

We also have information from Otaki Players. – Their most recent large production of Phantom of the Opera in August 2019 was sold out and attracted 2600 patrons. They could have sold more seats but were restricted by the size of their theatre. This indicates to us that we would be successful in selling out 3300 for the 10 performances of Mary Poppins.

Please list prior major event experience of the event organiser:

The President of Coasters Musical Theatre, Jessica Clough, has been involved with Coasters Musical Theatre since 2007, where she was a cast member in The King and I. Jessica has since directed 2 cabaret shows and last year a scripted musical "Xanadu" which had a sold out season. We have board members who were involved in the last major show and can draw on their experience too, as well as our skilled life members.

Board member Jo Sharp has previously had an event management business and she will use these skills to market the event.

We have dedicated Board Members and volunteers who are full supportive of this event.

MEF Application Form2019-20 (Doc ID 4396598)

|   |     |           |
|---|-----|-----------|
|   |     |           |
| <p>Please list all key event organisers involved in the management and planning of this event<br/>         The board of Coasters Musical Theatre are the event organisers,<br/>         President : Jessica Clough<br/>         Vice-President: Desree Morrison<br/>         Treasurer – Petra Rasmussen<br/>         Secretary – Kady Clunie<br/>         Maurice Piper<br/>         Lesley O'Hara<br/>         Joanne Sharp<br/>         Erica Stevenson<br/>         Tracy Wills-Wright</p>  |     |           |
| <b>Section 2: Event Information</b>   |     |           |
| Name of Event: Mary Poppins   |     |           |
| Type of Event: Level 2 – Major event<br><small>Delete options that are not applicable, structure located in the major event criteria manual</small>   |     |           |
| Funding type: Event funding<br><small>Delete the option that is not applicable</small>  |     |           |
| Date(s) of Event: October 1 <sup>st</sup> – October 10 <sup>th</sup> 2020   |     |           |
| Times (s) of Event: Oct 1 <sup>st</sup> 7.30pm, October 2 <sup>nd</sup> 7.30pm, October 3 <sup>rd</sup> 2pm & 7.30pm, October 4 <sup>th</sup> 2pm, October 7 <sup>th</sup> 7.30pm, October 8 <sup>th</sup> 7.30pm, October 9 <sup>th</sup> 7.30pm, October 10 <sup>th</sup> 2pm & 7.30pm  |     |           |
| Location or venue: Kapiti Performing Arts Centre, Kapiti College  |     |           |
| Is this a new or existing event? New<br>If yes, please explain when and where this event occurred previously.<br>Not applicable - this is a new event in a new purpose built facility   | Yes | No        |
| How often is the event proposed to be held? We anticipate we will do a major musical every year   |     |           |
| Do you anticipate the event running longer than 1 year?   |     | Yes    No |
| Description of the event activities: (sporting/youth/cultural/arts etc.):<br>Perform Mary Poppins the stage musical on the new purpose built Kapiti Performing Arts Centre stage.<br>Promoting Kapiti as a performing arts destination, due to the lack of medium sized performing arts spaces in Wellington. The show will run in October, during the school holidays, promoting visitors to the area in the off season.<br><br>The focus on the event is to promote the arts in Kapiti. Promoting KPAC as a performance space. Offering affordable ticket sales for community. Fostering local and Wellington wide talent to audition for the show. |     |           |

|   |               |                  |
|---|---------------|------------------|
| Describe how you are attracting regional, national and international visitors to the event (e.g. target market, promotion channels)                   |               |                  |
| Promoting through Musical Theatre New Zealand,<br>Advertising via newspaper, radio, facebook, Instagram, Twitter, as per our attached marketing plan, |               |                  |
| Amount of funding sought: \$36,500  |               |                  |
| If successful what will the funding be used for?  |               |                  |
| Costumes and props costs.   | \$15,000      |                  |
| The flying of Mary Poppins,   | \$7,000       |                  |
| The Venue Hire for KPAC   | \$14,500      |                  |
| Does your organisation hold intellectual property rights to the event? Yes<br>We have the licence to perform the show.<br>If no, who does?            |               | Yes No           |
| Has the event been previously funded by the Kāpiti Major Event Fund?<br>If yes, please provide details:   |               |                  |
| Year  | Amount funded | Funding used for |
|   |               |                  |
|   |               |                  |
|   |               |                  |

|   |  |     |    |
|---|--|-----|----|
| Has your organisation applied to any other funding trust or organisation, including Kāpiti Coast District Council, for the same items this application covers?<br>If yes, please provide details:<br>And/or any other funding items you've applied for? |  | Yes | No |
|   |  | \$  |    |
|   |  | \$  |    |
|   |  | \$  |    |
| Is your event attracting other sponsorship?<br>If yes, please provide details?  |  | Yes | No |
| Does the event have the potential to be self-sustaining in future years?<br>If yes, how will this be achieved?  |  |     |    |
| Yes No  |  |     |    |
| Ticket sales for the show will should provide sufficient profits to be able to self-fund additional shows, along with our shows we will do at our own smaller theatre space.  |  |     |    |

### Section 3: Management plan

What steps have been taken to minimise waste at the event?

We will make sure we have bins backstage for our cast to use, for paper, plastic, and recycling. We will ensure these bins are handled correctly. We currently do this for our small scale show at our theatre on Hinemoa Street.  
We will also work with the KPAC team to ensure they have proper recycling facilities for the patrons to use.

MEF Application Form20199-20 (Doc ID 4396598)

|   |     |    |
|---|-----|----|
|   |     |    |
| Does the event require traffic management and parking planning?<br>If yes, please explain steps that have been taken  | Yes | No |
| There is parking available onsite at KPAC. We anticipate that 330 patrons will attend each night of the event. That's 10 nights, at 4 people per vehicle, so we anticipate 100 cars per show. There are 3 separate car parking areas, at the college, which we will get permission to use. As the show is during the school holidays, there will be no impediment to having the parks. There is also additional parking at Weka park so all parking will be off street. |     |    |
| Does the event require building consent?<br>If yes, please explain the steps that have been taken   | Yes | No |
|   |     |    |
| Have you received approval from the land owner if required?<br>If yes, please explain the steps that have been taken  | Yes | No |
| We have booked the Kapiti Performing Arts Centre for 10 Shows, October 1 <sup>st</sup> to October 10 <sup>th</sup> 2020   |     |    |
| Does the event require any licencing?<br>If yes, please explain the steps that have been taken  | Yes | No |
| We have the Licence Rights to perform Mary Poppins, as confirmed by Hal Leonard Australia Limited. KPAC will hold its own licence for any food and drink served   |     |    |
| Have you considered public transport when looking at minimising traffic in the area and in driving business from outside the district.<br>If yes, please explain how you are including this in you event planning.  | Yes | No |
| There is a bus stop right on Raumati Road which patrons will be able to use. Patrons will be able to take the train to Kapiti and then bus to the event. Minimising cars on the road.   |     |    |

#### Section 4: Economic Impact Details

What are the benefits of your event to Kāpiti?

Promoting Kapiti as a performing arts destination, due to the lack of medium sized performing arts spaces in Wellington. Putting on a show during the winter months, during the October school holidays, promotes visitors to the area who may not ordinarily travel here during that time.

The focus on the event is to promote the arts in Kapiti. Promoting KPAC as a performance space. Offering affordable ticket sales for community. Fostering local and Wellington and Horowhenua talent to audition for the show.

Following our announcements, we have already had contact from Upper Hutt Childrens theatre Group, and 5 Wellington based performers and also interest from performers in Levin.

We have Contacted

Raumati Sands - Offered %5 discount to Mary Poppins attendees

Air Chathams – awaiting response – but verbal agreement via phone

Boundary Tap and Kitchen – awaiting response

Refinery Bar and Eatery – verbal agreement via phone to pre-show meal deal.

We anticipate these businesses will provide special deals to encourage patrons from outside the Kapiti area.

We also will advertise Airbnb, Book a Batch and Holiday Houses websites on our own website and through our Facebook page to promote visitors to the area.

MEF Application Form20199-20 (Doc ID 4396598)

|   |           |                   |          |               |
|---|-----------|-------------------|----------|---------------|
| Expected attendance: 3,300 Patrons over 10 shows  |           |                   |          |               |
| Numbers expected  | Local     | Wellington Region | National | International |
| Participants*   |           |                   |          |               |
| Spectators  | Est. 1980 | Est. 1320         |          |               |
| Support staff, media, sponsors, officials, volunteers   | Est. 100  |                   |          |               |
| *only applicable to events that require participation such as races and sporting tournaments  |           |                   |          |               |
| Is this a pre-ticketed event  |           |                   | Yes      | No            |
| Event admission fee (if applicable)   |           |                   |          |               |
| Adult:  | \$40      |                   |          |               |
| Child:  | \$30      |                   |          |               |
| Family Pass:  |           |                   |          |               |
| Others (e.g. students)  |           |                   |          |               |
| How will you count local, regional, national and international visitors?<br>We will add to our online booking system a question of where they are from. |           |                   |          |               |

#### Section 4: Event planning and documentation

##### Business Plan for the Event

This should include:

- The goals and objectives of the event
- The history of the event
- If there is a special theme or focus to the event
- Project plan, including milestones and timeframes
- Detailed budget including cash flow projections, profit and loss forecasts
- Organisational structure
- Marketing and promotions plan, including
  - Target markets
  - Marketing objectives
  - Marketing strategies including advertising/PR activity and timeline
  - Person responsible for the marketing and promotion plan
  - Person's experience in events/marketing/PR
- Risk mitigation strategy

**Section 5: Health and Safety**

We confirm that our organisation will have a Health and Safety Plan prior to the event date which complies with the requirements of the Health & Safety at Work Act 2015 and all approved AUS/NZ standards and generally complies with all Health & Safety legislation, regulations and by laws relevant for this purpose. This Plan will remain in force for the duration of our event and will not be amended or cancelled during this time.

We confirm the following requirements will be part of the Plan:

- ☐ A system is in place for the risk assessment, identification and control of hazards
- ☐ Risk assessment control measures for hazards are reviewed at intervals appropriate to the running of the event
- ☐ Health & Safety responsibilities are assigned to designated staff, that is, all those who work on the event, including volunteers
- ☐ Organisation representatives have inspected the event location to ensure that the venue is as safe as reasonably practicable from causing harm to participants and attendees
- ☐ An Accident and Hazard Register is kept on site
- ☐ An emergency plan designed for our event is in place for dealing with a variety of emergencies
- ☐ A Health & Safety briefing will be carried out with staff (including volunteers) prior to each session of the event and documented
- ☐ All staff working at the event location have the necessary knowledge, skills and training to perform their job adequately, or they will be adequately supervised by a suitably experienced person
- ☐ A system is in place to ensure the public is not endangered by activities carried out at the event venue

**Section 6: Declaration**

Personal information provided to Kāpiti Coast District Council ("Council"), may be held, used and disclosed by Council to enable Council to communicate with you for Council purposes.

I understand and agree that as this is a public fund, if this application is successful the personal details provided will be made public.

Any unspent funds will be returned to Kāpiti Coast District Council unless otherwise directed. Grant monies will only be used for the purpose for which quotes were supplied and the grant approved.

I declare that the information provided in this application is true and correct to the best of my knowledge and that I have the authority to make this application on behalf of this organisation.

Signature:

Full name:

Date:

| Checklist   | Tick |
|---|------|
| Are all sections of the application form completed?           |      |
| Is additional supporting information included?                |      |
| The Declaration has been signed?                              |      |
| Have you made a copy of the application for your own records? |      |



**Budget****Licensing**

|   |    |                       |
|---|----|-----------------------|
| Rehearsal Materials   | \$ | 575.00                |
| Mary Poppins Bond   | \$ | 326.06                |
| Mary Poppins Logo pack  | \$ | 118.13                |
| International bank fees                                       | \$ | 36.00                 |
| Royalties 18% of ticket sales or minimum per performance cost | \$ | 15,000.00 \$3,200 min |

**Venue Hire**

\$ 14,500.00

**Advertising - auditions and shows**

|                         |    |          |
|-------------------------|----|----------|
| Billboards              | \$ | 2,500.00 |
| Newspaper advertising   | \$ | 1,000.00 |
| Online and social media | \$ | 500.00   |
| Radio advertising       | \$ | 1,000.00 |

**Props and costume**

|   |    |           |
|---|----|-----------|
| Hire from New Plymouth Operatic Society | \$ | 10,000.00 |
| Freight                                 | \$ | 4,000.00  |
| Travelling wardrobe manager             | \$ | 1,000.00  |

**Set Design and construction**

\$ 10,000.00

**Flying Mary Poppins**

\$ 7,000.00

**Printing, including programme costs**

\$ 500.00

**Hair and Makeup**

\$ 1,000.00

**Misc**

|   |    |        |
|---|----|--------|
| Batteries for mics                            | \$ | 250.00 |
| Catering for rehearsals - milk, coffee, sugar | \$ | 200.00 |

**Ticketing**

\$1,000

**Photography**

\$ 500.00  
\$ 71,005.19

|   | Income       |            | Tickets prices |           |
|---|--------------|------------|----------------|-----------|
|   | Tickets sold | Percentage | \$30           | \$40      |
|   |              |            |                |           |
|   | 1650         | 50%        | \$49,500       | \$65,175  |
|   | 1980         | 60%        | \$59,400       | \$78,210  |
|   | 2310         | 70%        | \$69,300       | \$91,245  |
| imum will increase with more ticket sales | 2640         | 80%        | \$79,200       | \$104,280 |
|   | 2970         | 90%        | \$89,100       | \$117,315 |
|   | 3300         | 100%       | \$99,000       | \$130,350 |



## Kāpiti Performing Arts Centre

## Costings for Coasters - Mary Poppins 21 Sep - 12 Oct 2020

| DAY       | DATE        | ACTIVITY                 | RATE     | PERSONNEL* | PERSONNEL NOTES              |
|-----------|-------------|--------------------------|----------|------------|------------------------------|
| Monday    | 21-Sep-2020 | Coasters pack in         | \$420.00 | \$448.00   | VT (3 x VT hours incl.), FLY |
| Tuesday   | 22-Sep-2020 | Coasters rehearse        | \$420.00 | \$160.00   | VT (3 x VT hours incl.)      |
| Wednesday | 23-Sep-2020 | free day                 | \$0.00   | \$0.00     |                              |
| Thursday  | 24-Sep-2020 | Coasters rehearse        | \$0.00   | \$160.00   | VT (3 x VT hours incl.)      |
| Friday    | 25-Sep-2020 | free day                 | \$0.00   | \$0.00     |                              |
| Saturday  | 26-Sep-2020 | Coasters full tech       | \$420.00 | \$288.00   | VT (3 x VT hours incl.), FLY |
| Sunday    | 27-Sep-2020 | free day - Arise         | \$0.00   | \$0.00     |                              |
| Monday    | 28-Sep-2020 | Coasters rehearse        | \$420.00 | \$288.00   | VT (3 x VT hours incl.), FLY |
| Tuesday   | 29-Sep-2020 | Coasters rehearse        | \$420.00 | \$288.00   | VT (3 x VT hours incl.), FLY |
| Wednesday | 30-Sep-2020 | Coasters free day        | \$0.00   | \$0.00     |                              |
| Thursday  | 1-Oct-2020  | Coasters perf            | \$595.00 | \$519.00   | VT, FLY, FOH Mgr, Ushersx2   |
| Friday    | 2-Oct-2020  | Coasters perf            | \$595.00 | \$519.00   | VT, FLY, FOH Mgr, Ushersx2   |
| Saturday  | 3-Oct-2020  | Coasters double perf day | \$945.00 | \$1,038.00 | VT, FLY, FOH Mgr, Ushersx2   |
| Sunday    | 4-Oct-2020  | Coasters perf            | \$595.00 | \$519.00   | VT, FLY, FOH Mgr, Ushersx2   |
| Monday    | 5-Oct-2020  | free day                 | \$0.00   | \$0.00     |                              |
| Tuesday   | 6-Oct-2020  | free day                 | \$0.00   | \$0.00     |                              |
| Wednesday | 7-Oct-2020  | Coasters                 | \$595.00 | \$519.00   | VT, FLY, FOH Mgr, Ushersx2   |
| Thursday  | 8-Oct-2020  | Coasters                 | \$595.00 | \$519.00   | VT, FLY, FOH Mgr, Ushersx2   |
| Friday    | 9-Oct-2020  | Coasters                 | \$595.00 | \$519.00   | VT, FLY, FOH Mgr, Ushersx2   |
| Saturday  | 10-Oct-2020 | Coasters double perf day | \$945.00 | \$1,038.00 | VT, FLY, FOH Mgr, Ushersx2   |
| Sunday    | 11-Oct-2020 | free day - Arise         | \$0.00   | \$0.00     |                              |
| Monday    | 12-Oct-2020 | pack out Monday          | \$0.00   | \$192.00   |                              |

\$7,560.00 Excl. GST

\$7,014.00

\*\*Estimate

or 10% of ticket sales, whichever is greater.

Special discounting notes/inclusions:

Community rate discount of 30% has been applied  
 No charge on dark days (If used a hire charge will be applied)  
 Offering 18 hours free Venue Technician  
 Lighting: basic stage wash.  
 Sound: use of the sound system (if required).  
 Electricity: included in venue hire.  
 Cleaning: Front of House & back of house areas.  
 Not included: Box Office personnel hours

**\*Venue Personnel:**

Front of House Manager required per performance, \$30/hr min 3 hour call  
 2 x ushers per performance \$25/hr, min 3 hour call  
 1 x venue technician (VT) required whenever technical activity is taking place, \$32/hr, min 3 hour call  
 1 x fly man (FLY) required to operate fly system, \$32/hr, min 3 hour call

NB. personnel hours have been calculated on estimated running time of 2hrs 30mins (incl. interval)

**\*\*Personnel hours will only be charged at actual hours worked & billed at end of season**

Ngā mihi maioha,

Sonia Hardie

Centre Manager, Kāpiti Performing Arts Centre

**BUSINESS PLAN FOR COASTERS MUSICAL THEATRE – MARY POPPINS****GOAL OF THE EVENT**

The goal of Coasters Musical Theatre is to put on a professional level show of Mary Poppins that attracts cast, crew and audience from Kapiti and the wider Wellington and Horowhenua region while also promoting nationwide via other Musical Theatre societies. For the performers it is a chance to be part of a show that is at a higher quality than what we currently provide in Kapiti for performing arts and for the audience it will attract people from outside Kapiti who want to see a professional level show. The Kapiti Performing Arts Centre is an amazing asset to our area and by staging a show of this size and popularity more people from outside the area will be interested in visiting Kapiti.

**THE HISTORY OF THE EVENT**

Coasters Musical Theatre Started in 1980, and has been putting self-funded medium and large scale events on for the community over the last 40 years. Our last large event was "The King and I" in 2007, performed at Southwards

We have self-funded since 2007 all our small shows, usually 3-4 per year. A mixture of Scripted Musicals and Cabarets.

We know we can provide quality entertainment, and our venue is not big enough to support a major production.

Kapiti Performing Arts Centre provides top quality theatre space for such a show.

**MILESTONES AND TIMEFRAMES**

Secured Rights for the show 8<sup>th</sup> October 2019  
Bond paid 11<sup>th</sup> October 2019  
Booked KPAC 8<sup>th</sup> October 2019  
Director Confirmed – Jessica Clough  
Musical Director Confirmed – Charlotte Kerrigan  
Choreographer Confirmed – Rachel Wilson  
Stage Manager and Crew confirmed October  
Hireage of Costumes and Sets costs from New Plymouth availability confirmed in October  
Production Manager Confirmed – Jalah Davis  
Announcement of show – 11<sup>th</sup> October 2019  
Auditions information will go out 17<sup>th</sup> December 2019 via Facebook and Instagram see marketing strategy  
Pre- Audition meeting is 29<sup>th</sup> March 2020  
Kids Audition is 17<sup>th</sup> April 2020  
Adults Audition are 18<sup>th</sup> and 19<sup>th</sup> April 2020  
Callbacks 21<sup>st</sup> April 2020  
Rehearsals start 9<sup>th</sup> June 2020  
Rehearsal Schedule is completed  
Pack in to theatre 21<sup>st</sup> September 2020  
Tech day is 26<sup>th</sup> September 2020  
Final Dress is 29<sup>th</sup> September  
Season runs from 1<sup>st</sup> – 10<sup>th</sup> October 2020  
Pack out of Theatre on the 12<sup>th</sup> October 2020

**BUDGET**

Attached. We currently have \$20,000 to put towards the show and most of the costs are not due until after the show is closed. The rights, venue costs, ticketing and the hire of props and costumes are all delayed costs.

**ORGANISATIONAL STRUCTURE**

Registered Charity run by a board of volunteers, no current Patron

From our Constitution:

**F MANAGEMENT****F1 OFFICERS**

- F1.1 The Officers of CMTI shall be the Patron, President, Vice President, Secretary and Treasurer plus not more than eight additional members.
- F1.2 The Officers defined in clause F1.1 shall constitute the Board of CMTI.
- F1.3 The eight additional members shall be allocated Board responsibilities at the first Board meeting following the Annual General Meeting.

**MARKETING**

Social Media Coverage

Promotion via the following online platforms

- **Facebook**

Mary Poppins Announcement was seen by 4324 people. These were organic likes and not paid. The post was shared 51 times. For promotion of the show we will be using paid posts to ensure that there is an even larger audience as in our budget.

Wellington Live have agreed to promote our show on their page – 163,508 members

Community Theatres of Wellington – 498 members who then in turn share the post on their theatre pages.

We will be posting in local group pages but also the wider region pages

Kapiti Coast Community Page – 8,461 members

The Kapiti Coast Page – 19,120 members

Raumati Community Information – 7,550 members

Paraparaumu Community Information – 2,444 members

Destination Waikanae – 3,885 members

Livin in Levin – 11,986 members

Musical Theatre New Zealand – 11,396 members across New Zealand

Since the announcement was made we have been contacted by a performance group from the Hutt about auditions and other performers from Wellington have contacted us about auditioning, so that gives shows we have been seen outside Kapiti

- Instagram
- Eventfinda – free online event site

- Coasters Website
- Advertising Mary Poppins at primary schools as we need four children for the lead roles. We will be contacting local schools as well as schools in the Wellington and Horowhenua region to promote the auditions in their newsletter. We will also ask them to advertise once tickets go on sale as well.

#### **Newspaper advertising**

We have an agreement with NZME so we will use them for advertising in Kapiti, Wellington and Horowhenua

#### **Radio Advertising**

We use Beach FM for our small shows but will use The Breeze for Mary Poppins as well as they have wider coverage.

#### **Billboards, posters and flyers**

Local placement of billboards in Kapiti but also will look at having billboards placed outside the region. Posters and flyers will be distributed to schools around the Wellington, Kapiti and Horowhenua and also we have a number of businesses in Wellington who will put out posters up in their stores.

Porirua Public Library will put our show advertising up once the tickets go on sale.

### **RISK MITIGATION**

| <b>RISKS</b>                                   | <b>SOLUTION</b>   |
|--|---|
| Kapiti Performing Arts Centre is not available | Booking for Kapiti Performing Arts Centre is confirmed. Approach alternative venue in Kapiti, Southwards would Be suitable to hold Mary Poppins |
| Low ticket sales                               | Robust marketing campaign, using online marketing to engage a larger audience outside Kapiti.   |
| Cast illness                                   | All lead roles will be understudied to cover cast illness<br>Double casting the childrens roles   |
| Bad weather                                    | Event takes place indoors   |



**KCDC Economic Development Funding for  
Te Tāpoi Kāpiti Feasibility Study**

1. Name of Organisation: Māoriland Charitable Trust
2. Address: Māoriland Hub, 68-70 Main Street, Ōtaki
3. Contact person: Libby Hakaraia
4. Contact number: (021) 810484
5. Email: Libby@maorilandfilm.co.nz
6. Website: www.maorilandfilm.co.nz
7. Aim of Organisation: To grow economic, social and cultural opportunities for Ōtaki through the Māoriland Film Festival and the Māoriland Hub.

**What is the project? Te Tāpoi Kāpiti.** Tāpoi means tourism in te reo Māori. The aim of this project is to establish authentic whānau operated Māori tourism ventures in Ōtaki and on the Kāpiti Coast that provide economic returns and increased opportunities for whānau.

As a result of the growing success of Kāpiti's two most popular annual events: the Māoriland Film Festival run by the Māoriland Charitable Trust and the Ōtaki Kite Festival there, is a growing desire from national and international visitors to see more of our beautiful Kāpiti Coast. There is a particularly strong interest in Māori culture and stories.

The Māoriland Charitable Trust proposes a feasibility study to scope the viability of whānau operated Māori tourism operating out of Ōtaki. The study will scope three diverse tourism offerings that will operate during the Māoriland Film Festival in March 2020.

In NZ there are very successful multi award winning whānau operated ventures including Kāpiti Island Nature Tours and Lodge (Barrett whānau), Mitai Village (Mitai whānau, Rotorua) Tamaki Māori Village (Tamaki Whānau, Rotorua), Mountain Bike Rotorua (Mutu brothers, Rotorua), Waimarama Māori Tours, Māori Tours Kaikoura and others.

As the manager of the Te Tāpoi Kāpiti feasibility study Māoriland Charitable Trust (MCT) will provide:

- An office at the Māoriland Hub for the projects lead co-ordinator and participants.
- Workshops with mentors including John Barrett who is also the chair of the MCT.
- Work closely with 3 x whānau to create three distinct tours.
- Build a business plan and budget for each whānau.
- Create a marketing plan and promotional material for the tours and to launch these with the release of the MFF2020 programme on February 6th 2020.
- Ensure visitor survey is completed by all participants.
- An evaluation of the Te Tāpoi Kāpiti project.

**How will this project benefit Māori economic development? Which theme/s does this link to?**

Te Tāpoi Kāpiti links to all three of the themes in the Māori Economic Development Fund by encouraging the participation of all whānau members especially rangatahi (ages 14+) who have significant skills (including knowledge of te reo Māori and tikanga) that they can utilise in the provision of the following services:

***Manaaki Tangata -***

Leveraging the potential of whānau to create a tourism business built on their shared stories as tangata whenua.

***Kaitiakitanga -***

Guiding visitors to established sites of significance (Marae, Maunga, Awa, Moana) or to new sites including those under Māori whānau control.

***Kotahitanga -***

Supporting whānau to achieve economic wellbeing through capacity, collaboration, innovation and Māori business: includes growing opportunities for involvement in business.

There is very little Māori tourism offer here in Ōtaki or Kāpiti other than the Pipi Trail (operates infrequently) and Kāpiti Island Nature Lodge.

According to research by Tourism New Zealand our 'unique Māori culture' is one of the main reasons visitors come here. The number, variety and quality of Māori tourism businesses have increased dramatically over the last few years and the sector now makes an important contribution to New Zealand's regional economies. New Zealand's Māori culture is second only to our landscapes as the principle reason tourists come here.

If tourism experiences could incorporate both of these aspects in an authentic way, it would make for a winning combination!

Although traditional attractions like kapa haka remain important parts of Māori life (and tourism): Today there is a much wider range of tourism services and experiences that incorporate Māori elements. Hiking, white water rafting, art and cultural tours, and the opportunity to hear the unique stories behind New Zealand's places, people and activities first-hand are extremely popular with international visitors.

Indigenous interpretation and native storytelling give context and depth to the best of New Zealand's spectacular landscape. "International visitors love Māori stories and legends."

#### **What resources will be required?**

\$15,000 will cover

A project lead co-ordinator; Katera Rikihana (see below) from Jan-April 2020  
 Workshop and office overheads  
 Graphic design and printing  
 Launch costs  
 3 x expenses for tour vans - already privately owned  
 Evaluation & reporting

#### **Who will be involved?**

For Te Tāpoi Kāpiti three whānau will take part in the scoping study. Over the past 3 years Katera Rikihana has worked with the Māoriland Charitable Trust to provide tours to visiting filmmakers. These have proved hugely successful and include;

- Visits to marae and an overview of marae kawa and tikanga. There are five marae in 15km radius in Ōtaki.
- Guided tours of Te Wananga o Raukawa
- Stories of the moana and the awa
- Pukekaraka and early settlement by Europeans.
- Waka ama experience
- Guided walks in the Ōtaki Forks
- Gathering and cooking kaimoana, eels and other Māori delicacies (a foodies tour)
- Meet the locals.

All of these tourism offers are;

- ¥ Low cost to set up.
- ¥ Take in sites that they are most familiar with or have access to, or have a strong connection to
- ¥ Involve their whānau or partnerships with others
- ¥ Have a food component introducing local and Māori food products.

#### **How does this link to the KCDC Economic development strategy?**

*Manaaki Tangata*

We will leverage the potential of rangatahi, and our demonstrable cultural strengths, to build whānau economic capacity. We will lift Māori educational and skill levels and ensure stronger Māori participation in the workforce. These matters are critical if we are to strengthen the Māori economy. This in turn, will improve whānau wellbeing and enable conditions for their financial security.

Te Tāpoi Kāpiti strongly endorses the following:

- ❖ Assisting whānau and hapū to develop their own plans for economic development;
- ❖ Preparing rangatahi for career choices by building linkages with secondary and tertiary sectors in tourism and business management;
- ❖ Supporting rangatahi to access industry training courses about tourism and management. Linking them with training providers to facilitate relationships that guarantee completion of courses;
- ❖ Working with existing education providers to improve communication between supporting transition courses;
- ❖ Strengthening information on employment opportunities through internships. The Māoriland Charitable Trust will utilise its international indigenous networks to provide opportunities for rangatahi.

***Kaitiakitanga – Explore sustainable utilisation of the land***

Te Tāpoi Kāpiti will work with whānau to increase the use of under-developed and/or degraded Māori owned land and thereby maximise the value produced from it. This includes taking tours to participate with replanting at Waiorongomai Stream as well as native forest regeneration and similar efforts in the conservation area.

***Kotahitanga – supporting whānau to achieve economic wellbeing – capacity, collaboration, innovation and Māori Business***

The Māoriland Charitable Trust agrees that whānau are the foundation of the Māori economy. Te Tāpoi Kāpiti offers opportunities for whānau to shift the focus from relying on iwi for Māori economic development. This requires actions and initiatives that allow whānau to achieve economic self-determination themselves.

**When is the project due to end?**

End of April 2020. This follows the 7th Māoriland Film Festival 18-22nd March 2020 and the subsequent evaluation report.

**Show the relationship to tāngata whenua in planning, implementation and evaluation.**

The Māoriland Charitable Trust operates the Māoriland Hub and Māoriland Film festival. It is Māori owned and operated. The Māoriland Film Festival is a commercial and critical success. It has become an internationally and nationally renowned - a 'must attend' event on the global film festival circuit.

The strategic plan for both the Māoriland Hub and the Māoriland Film Festival includes growing the social, economic and cultural opportunities and benefits for Ōtaki: especially those who whakapapa to Ngā Hapū o Ōtaki. There is a strong emphasis in all planning and projects: on rangatahi Māori.



**Related expertise in Māoriland Charitable Trust:**

The Chairman John Barrett is one of the owner operators of Kapiti Island Nature Tours, and a former board member of both the Māori Tourism Board, and Tourism NZ.

Libby Hakaraia has directed and produced promotional films for both Maori Tourism Board and Tourism NZ.

Through the growth of Māoriland Film Festival the Māoriland Charitable Trust is keen to support more Māori tourism ventures that offer visitors to the festival authentic Māori experiences.

### Feasibility Application

As you will be aware Dirt Farm is a boutique mountain bike park located right here on the Kapiti Coast. Our claim to fame is our world class trails which have not only attracted people from around New Zealand, but also some of the world's best riders including:

Cedrica Gracia (<https://cedricgracia.com/>; France; free ride)  
 Josh Lewis (<https://www.santacruz bicycles.com/en-US/rider/josh-lewis>; England; BMX/DH(WC), Free ride)  
 Josh Bryceland (<https://www.santacruz bicycles.com/en-US/rider/josh-bryceland>; England; DH(WC, Free Ride)  
 Robin Walner (<https://www.ibiscycles.com/our-story/athletes/robin-wallner>; Sweden; Enduro (WC))  
 Mark Diekman ([https://www.youtube.com/channel/UCVt7UBT9vciPiCR7\\_2TZrlA](https://www.youtube.com/channel/UCVt7UBT9vciPiCR7_2TZrlA); Germany; Free Ride)  
 Remy Morton (<https://www.leatt.com/our-athletes/remy-morton/>; Australia; BMX, Free Ride)  
 Conor Macfarlane (<https://spokemagazine.com/content/conor-versus-rampage>; New Zealand; XC, Free Ride)  
 Bernard Kerr (<https://www.pivotcycles.com/bernard-kerr>; England; Free Ride)  
 Bas Van Steenberghe (<https://www.crankworx.com/athlete-bio/bas-van-steenbergen/>; Canada; DH, Free Ride)  
 Vaea Verbeeck (<https://www.bikes.com/en/about/athletes/vaea-verbeeck>; Canada; DH)  
 Jamie Nicoll (<https://www.pinkbike.com/news/jamie-nicoll-interview-the-unbreakable-2015.html>; New Zealand; Enduro)

We are currently held in the same league as internationally recognised **PRO** gravity parks <https://www.coastgravitypark.ca/>, <https://blackmountaincyclecentre.com/> and <https://www.skyline.co.nz/en/queenstown/things-to-do/queenstown-mountain-biking/>, but have aspirations of becoming a must visit park for **ALL** caliber of riders (novice through pro) from around the world competing with destinations such as Whistler MTB Park (<https://www.whistlerblackcomb.com/explore-the-resort/activities-and-events/whistler-mountain-bike-park/whistler-mountain-bike-park.aspx>) and North Star Mountain Bike Park (<https://www.northstarcalifornia.com/explore-the-resort/activities-and-events/summer-activities/bike-and-hike/mountain-biking.aspx>).

In order to achieve our goal we see the hosting of an internationally recognised pro event as being paramount to gaining recognition and the subsequent attraction of additional international tourism to our coast. Just like Farm Jam (<https://www.redbull.com/nz-en/Farm-Jam-2018-ignites-the-bike-fans-of-New-Zealands-deep-south>) we intend to nurture a pro social event attracting the world's best free riders to our facility by building some of the worlds best ride features. Also like Farm Jam we believe that by building bigger and better we can attract not only national and international visitation to our coast, but also encourage the participation and sponsorship of international mediahouse like Red Bull Media House.

Our facility is already home to one of the world's most unusual pro jump lines (<https://ride.io/news/mountains-sunshine-and-the-dirt-farm/>) and the upgrades we have planned for the coming 6 months would see Dirt Farm capable of hosting an event more varied and unusual than the acclaimed <https://www.redbull.com/int-en/events/red-bull->

hardline or Audi Nines (<https://audinines.com/>) and on par with <https://www.crankworx.com/>.

Due to our current reputation and set up, athlete participation is all but guaranteed and the facilities to host such an event will be in place by summer 2020, however hurdles still to be resolved and addressed include, transportation and accommodation of onsite spectators/media as well as long term ability to provide media coverage/telecommunications in the remote area which plays host to Dirt Farm.

We therefore are seeking assistance from KCDC (Kapiti Coast District Council) to explore options for meeting these requirements and hosting the precursor social events which in the first 2 years will aid in establishing Dirt Farms, Dirt Fest right here in Te Horo.

Thanks and please let me know if you require any further information.

Regards

Tim Browne  
0220759931  
[tbrowne@dirtfarm.co.nz](mailto:tbrowne@dirtfarm.co.nz)  
[www.dirtfarm.co.nz](http://www.dirtfarm.co.nz)

## Applicant details

| Event  | Toot Suite Boutique Festival   | Type            | Signature \ Major   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
|--|--|-----------------|---|--|-------------------------------------|--|-------------------------------------|---|-------------------------------------|--|-------------------------------------|--|-------------------------------------|---|-------------------------------------|---|-------------------------------------|--|-------------------------------------|--|-------------------------------------|---|-------------------------------------|--|-------------------------------------|-------------------------------------|-------------------------------------|
| Date   | <b>Saturday February 1st 2020</b>  | Funding request | \$50,000  |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| Applicant (business)   | Plan BETA Limited  | Frequency       | 1 year: <input checked="" type="checkbox"/> 2 years: <input type="checkbox"/> 3 years: <input type="checkbox"/> |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| Contact name   | Joff Rae   | Funding type    | Event funding / <del>Feasibility</del>  |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| Contact phone  | 022 3783253  | Attendees       | >2,500  |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| Contact email  | info@planbeta.co.nz  | Recommended     | \$25,000  |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| Funding used for:  | LED screen<br>Staging and infrastructure<br>Waste & rubbish management<br>TMP  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| Details provided   | <table border="1"> <tr><td>1. Introduction / business purpose / experience / areas of expertise</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>2. Proof of legally incorporated entity, Trust or business</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>3. Description of event or feasibility study (with expected economic outcome)</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>4. Risk assessment of proposed event/feasibility study</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>5. Project timeline detailing activities</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>6. Balanced budget and detailed marketing/promotional breakdown</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>7. A communication plan (showing acknowledgement of Council's contribution)</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>8. Organisation's environmental sustainability values.</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>9. Understanding of economic outcomes of events (thriving, vibrant and diverse District)</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>10. Business plan showing three-year self-sustaining funding approach</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>11. Track record of previous relevant work</td><td><input checked="" type="checkbox"/></td></tr> <tr><td>12. References for similar projects</td><td><input checked="" type="checkbox"/></td></tr> </table> |                 |   | 1. Introduction / business purpose / experience / areas of expertise | <input checked="" type="checkbox"/> | 2. Proof of legally incorporated entity, Trust or business | <input checked="" type="checkbox"/> | 3. Description of event or feasibility study (with expected economic outcome) | <input checked="" type="checkbox"/> | 4. Risk assessment of proposed event/feasibility study | <input checked="" type="checkbox"/> | 5. Project timeline detailing activities | <input checked="" type="checkbox"/> | 6. Balanced budget and detailed marketing/promotional breakdown | <input checked="" type="checkbox"/> | 7. A communication plan (showing acknowledgement of Council's contribution) | <input checked="" type="checkbox"/> | 8. Organisation's environmental sustainability values. | <input checked="" type="checkbox"/> | 9. Understanding of economic outcomes of events (thriving, vibrant and diverse District) | <input checked="" type="checkbox"/> | 10. Business plan showing three-year self-sustaining funding approach | <input checked="" type="checkbox"/> | 11. Track record of previous relevant work | <input checked="" type="checkbox"/> | 12. References for similar projects | <input checked="" type="checkbox"/> |
| 1. Introduction / business purpose / experience / areas of expertise                     | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 2. Proof of legally incorporated entity, Trust or business                               | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 3. Description of event or feasibility study (with expected economic outcome)            | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 4. Risk assessment of proposed event/feasibility study                                   | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 5. Project timeline detailing activities   | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 6. Balanced budget and detailed marketing/promotional breakdown                          | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 7. A communication plan (showing acknowledgement of Council's contribution)              | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 8. Organisation's environmental sustainability values.                                   | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 9. Understanding of economic outcomes of events (thriving, vibrant and diverse District) | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 10. Business plan showing three-year self-sustaining funding approach                    | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 11. Track record of previous relevant work   | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |
| 12. References for similar projects  | <input checked="" type="checkbox"/>  |                 |   |  |                                     |  |                                     |   |                                     |  |                                     |  |                                     |   |                                     |   |                                     |  |                                     |  |                                     |   |                                     |  |                                     |                                     |                                     |

## Eligible:

| The proposed major event:  |                                     |
|--|-------------------------------------|
| • take place in Kāpiti   | <input checked="" type="checkbox"/> |
| • not have already occurred in the applicable financial year   | <input checked="" type="checkbox"/> |
| • have confirmed at least 30% of total costs (not applicable to feasibility applications)                                  | <input checked="" type="checkbox"/> |
| • show how residual costs after allowing for Council funding will be covered (not applicable to feasibility applications)  | <input checked="" type="checkbox"/> |
| • confirmation of any consenting and land owner approval requirements and the status of any required consents / approvals. | <input checked="" type="checkbox"/> |

## Application criteria total score:

Initial score of each proposal against each criterion using a rating of 0 – 3 (to be discussed and peer-reviewed).

(0 = does not address the criterion, 1 = fails to meet the criterion, 2 = meets the criterion, 3 = exceeds the criterion)

| The proposed major event: 15/18   | Score (0-3) |
|---|-------------|
| • be a level 1 or 2 event as classified in the decision making support tool             | 3           |
| • showcase the Kāpiti Coast and build the profile of the Kāpiti Coast and its community | 3           |
| • highlight the Kāpiti Coast as a destination for visitors, business and residents      | 2           |
| • have long-term economic benefits for the district                                     | 2           |
| • are able to generate at least a 5:1 return on Council's investment                    | 3           |
| • meet Tāngata whenua and community aspirations   | 1           |

**Preference criteria**

| The proposed major event:  |                                     |
|--|-------------------------------------|
| • attract visitors in the off season (April to October)  | <input type="checkbox"/>            |
| • can demonstrate successful financial support from other funding sources (not applicable to feasibility applications)                 | <input checked="" type="checkbox"/> |
| • show potential to be self-sustaining without Council funding in future years (not applicable to feasibility applications);           | <input checked="" type="checkbox"/> |
| • have received less than three years of previous funding from Council, excluding feasibility funding                                  | <input type="checkbox"/>            |
| • do not coincide with any other major events in the Wellington region, unless compatible (not applicable to feasibility applications) | <input checked="" type="checkbox"/> |

**DECISION TO FUND:**

|     |  |
|-----|--|
| yes | Notes: <ul style="list-style-type: none"> <li>Secured 30% of cost is dependent on ticket sales, sponsorship and other revenue</li> </ul> |
|-----|--|

**8.5 WASTE MINIMISATION TASK FORCE REPORT BACK**

**Author:** Adrian Mitchell, Solid Waste Services Manager

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

**PURPOSE OF REPORT**

- 1 This report asks Council to receive the Appended “Final Report of the Waste Minimisation Taskforce” and to thank the Taskforce members for the time and effort they have committed in preparing their report

**DELEGATION**

- 2 As the Waste Minimisation Taskforce is an advisory entity, the report of the Taskforce is not subject to delegation.

**BACKGROUND**

- 3 The Waste Minimisation Taskforce was established by the following resolutions of the Strategy and Operations Committee of Council on the 21<sup>st</sup> March 2019:
  - That the Strategy and Policy Committee approve the establishment of the Waste Minimisation Taskforce.
  - That the Strategy and Operations Committee approve the Terms of Reference, as amended, for the Waste Minimisation Taskforce.
- 4 The Terms of Reference (TOR) and brief biographies of the Taskforce members are included in the Taskforce report.
- 5 The Purpose of the Taskforce as stated in the TOR was:

*“The purpose of the Taskforce is to review the actions listed in the 2017 Wellington Region Waste management and Minimisation Plan (WMMP) and report back to Council on how these actions can be implemented to achieve the most cost effective reduction in the volume of waste materials in the District.”*
- 6 The Taskforce has now completed the Appended “Final Report of the Waste Minimisation Taskforce”. Representatives of the Taskforce will formally present the report to Council on 12 December 2019.

**Issues**

- 7 The recommendations of the Taskforce will be used to inform the Solid Waste work programme and officers will report back to Council on proposed actions in the new Calendar year.

**CONSIDERATIONS****Policy considerations**

- 8 In September 2017 Council adopted the Wellington Region Waste Management and Minimisation Plan (2017–2023) referenced in the Taskforce report

**Legal considerations**

- 9 As the Taskforce report is advisory there are no legal considerations relating to this report

**Financial considerations**

- 10 As the Taskforce report is advisory there are no financial considerations relating to this report. Any future financial consideration will be considered as part of the further work to be

carried out by staff in advance of the report back on the proposed solid waste work programme in the new year.

**Tāngata whenua considerations**

- 11 The Taskforce membership included Iwi representation

**Strategic considerations**

- 12 As the Taskforce report is advisory there are on strategic considerations relating to this report

**SIGNIFICANCE AND ENGAGEMENT****Significance policy**

- 13 As the Taskforce report is advisory this matter has a low level of significance under Council's Significance and Engagement Policy.

**Consultation already undertaken**

- 14 No formal consultation was undertaken in relation to this report.

**Engagement planning**

- 15 An engagement plan is not required for this report.

**Publicity**

- 16 No publicity is proposed for this report.

**RECOMMENDATIONS**

- 17 That Council acknowledge receipt of the Final Report of the Waste Minimisation Taskforce.
- 18 That Council thanks the Taskforce members for the considerable skill, time and effort they have committed in the preparation of the Final Report of the Waste Minimisation Taskforce.

**APPENDICES**

1. WMTF Final Report 5 December 2019 [!\[\]\(756eade09b08efefcc543f4385f4974e\_img.jpg\)](#) 

**FINAL REPORT**

**OF**

**THE**

**WASTE MINIMISATION TASKFORCE**

**‘Moving Kāpiti from the important many  
to the vital four’**

**5 December 2019**



## WHY WE NEED TO TAKE ACTION NOW<sup>1</sup>

### Did you know?

- On a per capita basis New Zealanders sent 730.6kg of urban waste to landfill in 2016. This made us one of the highest generators of household waste in the OECD and placed New Zealand among the OECD lowest in the percentage of waste recycled.
- New Zealanders currently generate about 734kg of waste each year. That amount has increased by around 20 per cent over the past three years.
- In New Zealand, a landfill 'tax' of \$10 per tonne is applied to promote and fund waste diversion activities. This is low compared to similar taxes in the OECD of up to \$160 per tonne.<sup>2</sup>
- New Zealand produces some of the world's highest volumes of e-waste (electronic equipment such as cell phones, laptops and television).

### In Kāpiti, since 2010:

- kerbside recycling collection annual volumes have remained relatively flat at around 67kg per person,
- kerbside waste collection annual volumes have grown from 208kg per person to 260kg; and
- waste to landfill annual volumes have grown from 411kg per person to 538kg

<sup>1</sup> The information here is from various sources including: <https://www.mfe.govt.nz/waste/why-reducing-reusing-and-recycling-matter>

<sup>2</sup> The Government is proposing to increase the levy and apply it to more landfill types. See <https://www.mfe.govt.nz/consultations/landfill-levy>

## Introduction

*Kāpiti Coast District Council is now in the process of implementing its second Waste Management and Minimisation Plan; the first covered the period 2011-2017. The core purpose of each of the plans has been, through a variety of approaches, to reduce the amount of waste going to landfill. In support of implementing the actions and activities detailed in the WMMP's the Council has expended \$1.6 million over the eight years.*

*However, the clear evidence is that since 2010 the amount of waste going to landfill has actually increased; although it is estimated there may be a slight reduction this year. Different things need to be done – and things need to be done differently. This report provides an opportunity for the Council to get on and do the right things.*

Kāpiti Coast District Council (KCDC), together with other councils in New Zealand, is now turning its attention more fully to managing those things that, if left alone, will have a deleterious impact on the health of the planet. While for many years 'waste'<sup>3</sup> was considered to be primarily a public health issue, it is now considered by many people to be a fundamental environmental health issue. Waste is polluting our land, our lakes and rivers, and our coasts and oceans, and is estimated to contribute 5 per cent of New Zealand's greenhouse gas emissions.

Given this background, the importance of waste as an issue for many in the Kāpiti community, and the need to generate progress in implementing the 2017-2023 Wellington Regional Waste Management and Minimisation Plan (RWMMP17), in March 2019 a Waste Minimisation Taskforce (WMTF) was established<sup>4</sup>. Made up of a small number of community representatives, including iwi members, as well as Councillors, the WMTF had as its principal purpose:

*'to review the actions listed in the Regional Waste Minimisation and Management Plan 2017 (WMMP), and report back to Council on how these actions may be implemented to achieve the most cost-effective reduction in the volume of waste materials in the District.'*<sup>5</sup>

This report contains the WMTF's insights and opportunities that were identified by the members as they discussed an extensive range of issues among themselves, and as they talked with and listened to waste experts, and as they visited various waste related sites. It is hoped that they will make a contribution to the District lifting its waste management and minimisation performance, and to substantial inroads being made to the 33 per cent reduction target in waste going to landfill by 2026; the target identified in the 2017-2023 WMMP.

With the completion of this report, the work of the WMTF is also completed. The extent of the contribution it makes to the Council's waste management and minimisation efforts, lies solely in the Council's hands.

Our hope is that in deciding what to do, the Council will be guided by the vision of 'toitū Kāpiti' set out in its Annual and Long Term plans, and which gives a priority to the protection and improvement of our land and waters, so that an environment can be created which is able to

<sup>3</sup> In simple terms waste is defined as 'anything disposed of or discarded'.

<sup>4</sup> The WMTF Terms of Reference are at Annex A.

<sup>5</sup> Para 5 of KCDC IS-19-753 dated 21 March 2019

sustain, support and nourish its communities. Toitū te whenua, toitū te wai, toitū te tāngata, toitū Kāpiti!<sup>6</sup>

We would like to acknowledge, in particular, the invaluable contribution made to our work by both the Council's Solid Waste Services Manager, Adrian Mitchell who, despite the pressures of his work as a Council staff member, was generous with the time he gave to the WMTF, and by Marguerita Harris, Executive Secretary to the Group Manager, Infrastructure Services, who provided us with valuable administrative support.

### **Waste Minimisation Taskforce**

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<sup>6</sup> <https://www.kapiticoast.govt.nz/your-council/planning/annual-and-long-term-plans/our-vision-and-direction/>

## Executive Summary

### Introduction

In 2011, Kāpiti's first WMMP came into effect. Six years later it was replaced by the second, and current, one. In reflecting on the eight years of waste related work that has been guided by those two WMMP's, two strong linkages between the two Plans are apparent:

- The overarching target in each report was to reduce the amount of waste per person, per year, that was going to Class 1 landfills; and
- The target was included because, despite the influence on it of a range of factors, including population and consumer growth, the Council believed it could be achieved.

Unfortunately, the evidence is that the amount of waste going to Class 1 landfills, (despite everything that is being done, including waste related expenditure over eight years of some \$1.6 million), has been increasing; although it is estimated there may be a slight reduction this year. If this year's result is to be more than a 'one off', and substantial reductions in waste going to landfill are to be achieved, then changes to the Council's current approach need to be made.

In March this year, almost two years into the 2017-23 Waste Management and Minimisation Plan (WMMP), the Council approved the establishment of the Waste Minimisation Taskforce (WMTF) for the purpose of reviewing the WMMP, to identify priority projects for meeting the Council's target for the reduction by 2026 of 33 per cent in waste going to landfill, and to report back to Council plans for the projects; including timelines and costs. It was not until May that the group, consisting of community and elected member representatives, held its first meeting.

Over the next seven months, the WMTF set about its task. It met fortnightly, spoke with Council staff from the waste management area, listened to experts in waste as a challenge, read relevant literature, visited three landfill sites and attended two regional Waste Forum meetings. Early on, it became clear that both the task force approach and the WMMP, as a list of actions rather than a plan for action, mitigated against the WMTF achieving the specific task for which it was established.

### Four vital things for Kāpiti

Nevertheless, given the opportunity to make a contribution, the WMTF agreed that it could help the Council achieve what it had signed up to, and to lift its waste management and reduction performance. Consequently, the WMTF has identified four vital things that, if implemented, would have a substantial impact in Kāpiti in reducing waste going to landfill by 2026 – and beyond.

The principal drivers for those things, which complement and do not replace the WMMP, are:

- The transformational policy and regulatory changes are driven by central government. Consequently, the Council, alongside other local government agencies, needs to be able to position itself as a valued partner and a persuasive voice with a seat at the table.
- The two waste streams that provide the greatest potential for substantial reduction are Construction and Demolition waste and food and green (organic waste), and so this is where Council should make a focused effort to make a positive impact.

- Ultimately, waste will be managed effectively and reduced substantially by people changing their behaviour – and understand the effects of it, in relation to waste, have local, regional, national, and global impacts.

The vital four things for Kāpiti if it is to reduce waste are listed in the table below:

| PROJECT PRIORITY <sup>7</sup> | STRATEGY  | PROJECT   |
|-------------------------------|---|---|
| 1                             | <ul style="list-style-type: none"> <li>• Position local government to shape government policy and regulatory decisions.</li> </ul>  | <b>Step Up.</b> Council take a leading role in developing collaborative local government waste related efforts at the regional and national levels.   |
| 2                             | <ul style="list-style-type: none"> <li>• Focus on waste streams that provide the greatest opportunities for reductions</li> <li>• Provide an accessible and integrated waste diversion facility at an appropriate site in the Kāpiti District.</li> </ul>   | <b>Otaihanga.</b> Council establish an exemplar district waste management facility at the Council's Otaihanga site; with an initial focus on managing C & D waste.  |
| 3                             | <ul style="list-style-type: none"> <li>• Focus on waste streams that provide the greatest opportunities for reductions</li> <li>• Identify waste reduction approaches that are accessible to the community.</li> <li>• Achieve an early success in reducing waste to demonstrate to the community what clear intent, a sense of urgency, and financial investment can achieve.</li> </ul> | <b>Kai Tiaki.</b> Council establish a food waste composting facility in the Kāpiti District – accompanied by a comprehensive education and engagement programme, focused on composting as an effective and accessible waste reduction strategy. |
| 4                             | <ul style="list-style-type: none"> <li>• Ensure every participant in the waste system, whether a domestic or commercial one, young or old, is a fully informed and engaged one.</li> </ul>  | <b>E2.</b> Council facilitate demonstrably effective education and engagement programmes across the Kāpiti District and into those areas where they will make the greatest difference in changing community behaviours.                         |

Table: The Vital Four Things

### The opportunities

Additionally, the WMTF identified thirteen opportunities which, if turned into action plans by the Council, would complement, not only the positive effects of the four vital things, but also ongoing work in progressing the WMMP. The opportunities are<sup>8</sup>:

#### Opportunity 1

The Council could improve the utility of its waste management and minimisation plan by developing a complementary strategic plan, incorporating high level strategic goals and associated strategies, targets and accountabilities, with which the WMMP would be aligned.

<sup>7</sup> The allocation of these priorities is not intended to encourage a sequential approach to seizing the opportunities they represent.

<sup>8</sup> The 'highest' priority opportunities are outlined in green.

**Opportunity 2**

The Ministry for the Environment (MfE) should review the policy associated with Waste Levy funding that causes the extremely tight linkage with the WMMP to constrain the 'planning' aspect of the WMMP, so that plans for action, rather than lists of actions, are able to be developed.

**Opportunity 3**

The various approaches and opportunities identified in this report will, if implemented, serve to help the Council make noticeable and sustained progress in reducing waste going to landfill; as well as achieve other waste management and minimisation benefits.

**Opportunity 4**

Whenever the Council uses a taskforce for any task, then the Chair, at least, should be formally debriefed by Council officers, so that a data base of 'lessons learned' can be established within the Council to facilitate the establishment of task forces that are optimally fit for purpose.

**Opportunity 5**

The Council should review the means by which it can influence national decision making and should, for example, form a view of whether Local Government NZ (LGNZ) is fit for purpose in terms of generating the best possible local/central government relationship and in its ability to advocate on behalf of local government bodies on those issues that matter the most.

**Opportunity 6**

Local government should be specifically represented with provision for two to three members on the Waste Advisory Board.

**Opportunity 7**

The Council should, in addition to carrying out work to improve the operation of the current transfer stations, make an early decision for work to start on developing a proposal to develop the Otaihangā site along the lines described in this section of this report.

**Opportunity 8**

The WMTF understands the proposal for the Food/Green waste funding application to the Waste Minimisation Fund is being managed within Council staff delegation. Council should engage directly in the process so that the full range of strategic benefits can be accessed.

**Opportunity 9**

A formal communication and engagement programme should be developed for Project Kai Tiaki and integrated into the project's acquisition, installation and operational phases; promoting both the HotRot capability and the benefits of composting in reducing organic waste going to landfill.

**Opportunity 10**

The Council should use the extra organisational capacity that will be provided by the two additional staff in this area, to increase the education and engagement effect across the whole community; particularly through digital media.

**Opportunity 11**

The Council should identify and exploit opportunities to demonstrate leadership in establishing a 'fit for purpose' waste management and waste reduction system in Kāpiti.

**Opportunity 12**

The Council should take an active interest in the progress and outcomes of the proposed product stewardship scheme so that it is positioned to respond proactively to whatever it delivers.

**Opportunity 13**

The Council should, in the meantime, implement changes that will improve the recycling and educational capabilities of the current recycling sites.

**Conclusion**

To fully benefit from the various opportunities in this report will require a firm decision that reducing waste going to landfill, and providing a fit for purpose waste management system of which both the Council and community take ownership, are important matters for the District, and will not be able to be addressed by taking an approach that merely positions them as 'business as usual activities.'

Furthermore, because some of them will require financial investment, then the Council will need to obtain the right information to enable them to make the right long-term decisions to ensure the right balance is achieved between minimising waste and achieving key financial objectives.

Whether these opportunities are seized or ignored, in part or in full, rests with decisions that it will be the Council's responsibility to make. Over the past eight years it has failed to achieve the waste reduction targets it has set for itself, in the expectation that they can be achieved. This report provides an opportunity for the Council to try something different and so sustain the positive result that is expected this year.



## Part 1 – The Council's involvement in waste minimisation and management

### Introduction

- 1.1 New Zealand's waste related and local government legislation make Council involvement in waste management and minimisation activities an obligation. And while there is some discretion around the specifics of the 'what' and 'how', it is clear that much of the community expectation around the nature and extent of the Council's performance in regard to that obligation is set at a high level.
- 1.2 Figure 1 below, illustrates the key elements that shape the Council's development of the waste management and minimisation plan and its implementation – and where the WMTF's work is situated.

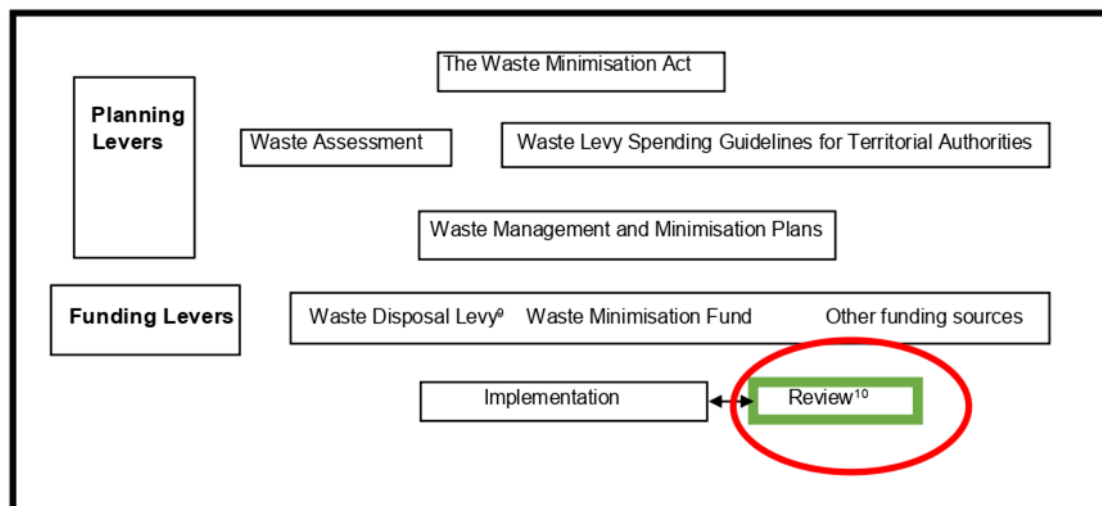


Figure 1: Waste Minimisation and Management Plan: The Council operating levers<sup>11</sup>

<sup>9</sup>The Waste Levy contributes over 50% of what Council spends on waste minimisation related activities.

<sup>10</sup> WMTF's area of interest.

<sup>11</sup> See Annex B for descriptions of the elements in Figure 1.

## Part 2 – The 2017-23 Waste Management and Minimisation Plan (WMMP): identifying “the important many”

### Introduction

- 2.1 In developing their WMMP, the Council must consider a variety of factors, including the various methods of waste management and minimisation<sup>12</sup>, the New Zealand Waste Strategy, and *‘the most recent assessment undertaken by the territorial authority...’* In reviewing the WMMP, it eventually became clear to the WMTF that, while the Regional Waste Assessment was a key influence on the actions within the WMPP, the strongest driver seemed to be the policy underpinning Councils’ expenditure of the waste (disposal) levy received annually from the Ministry for the Environment (MfE).

### The Regional Waste Assessment (RWA)

- 2.2 The RWA which informed the current regional and district WMMP’s, was completed in 2016. It is a comprehensive and, within the limits of available information, robust piece of work which identified as major issues:
- a. **Data limitations.** Without data, targets and progress against them cannot be readily measured.<sup>13</sup> While the Councils have reliable data on the waste flows that they control, data on those services provided by private industry is limited.
  - b. **Time frame balance.** The horizon for the WMMP is centred on a 10-year timeframe, in line with councils’ Long-Term Plans (LTPs). However, for some assets and services, and the associated costs, it is necessary to consider a longer timeframe.<sup>14</sup>
  - c. **Solid waste focus.** In line with the Councils’ previous joint WMMP, this Waste Assessment is focused on solid waste that is disposed of to land or diverted from land disposal including, of course, disposal of solids from waste water treatment facilities. This, however, is a Council derived constraint because, ultimately, it is up to Councils to determine the scope of their WMMP in terms of which wastes and diverted materials are to be considered within the plan.<sup>15</sup>
  - d. **Identification of best practice.** While there is far from a consensus around best practice collection and processing systems, there is a convergence towards certain systems in new contracts – notably two-stream collection of recyclable materials, with glass collected separately, and a growing move towards smaller wheeled bins for domestic refuse.<sup>16</sup>
  - e. **Effectiveness and consequences of collection systems.** More convenient collection systems encourage more waste material. An increase in the numbers of large wheeled bins used for refuse collection, for example, drives an increase in the quantities of material disposed of through them.<sup>17</sup> Conversely, more convenient

<sup>12</sup> That is, reduction, reuse, recycling, recovery, treatment, disposal and disposal.

<sup>13</sup> WA Section 1.4.1

<sup>14</sup> Ibid Section 1.4.2

<sup>15</sup> Ibid Section 1.4.3

<sup>16</sup> Ibid Section 4.2.1.1

<sup>17</sup> See Duncan Wilson’s *‘The Horror of the 240 litre bin’* at <https://www.wasteminz.org.nz/wp-content/uploads/WasteMINZ-2014-The-horror-of-240-litre-wheelie-bins.pdf>

recycling systems with more capacity help drive an increase in the amount of recycling recovered.<sup>18</sup>

- 2.3 The key opportunities for improvement for inclusion in the WMMP were identified as:
- a. Reverse the current trend of increasing quantities of levied waste to Class 1 landfills
  - b. Improve the poor data quality which characterises the information space
  - c. Make an effort to determine the quantities of waste being disposed into Class 2-4 landfills
  - d. Improve overall recycling performance
  - e. Implement effective management of sewage sludge/biosolids
  - f. Increase the diversion rate on organics
  - g. Identify opportunities for alignment of Councils approaches to funding and management models to enable greater joint collaboration in Council service delivery

### The Waste Disposal Levy (Waste Levy)

- 2.4 While the RWA provides a solid evidential base on which to build the WMMP, it is very likely that the major influences on the plan are the Waste Minimisation Act provisions related to expenditure of the Levy; namely Section 32, which states:

*'A territorial authority may spend the levy money it receives under section 31 only—  
(a) on matters to promote or achieve waste minimisation; and  
(b) in accordance with its waste management and minimisation plan.'*

- 2.5 And, MfE guidance states, *'Waste management and minimisation plans (WMMP) prepared by each territorial authority set out how the levy will be used.'*<sup>19</sup> The Ministry's 'Waste Levy Spending Guidelines for Territorial Authorities' include, *'If your WMMP includes a list of explicit actions to help promote or achieve waste minimisation, these actions can be fully or partially funded from your levy money.'*<sup>20</sup>

### Insight 1

- 2.6 The WMPP process has a number of notable deficiencies; including a lack of targets and associated processes and accountabilities that enable progress towards the targets to be practically tracked and, if required, plans recalibrated. A consequence of the dependent relationship between the WMPP and the Waste Levy, is that rather than being a plan focused on delivering strategic change based on the very good work that goes into the RWA, and a plan which enables effective and accountable implementation, the WMPP becomes a detailed list of activities marked for Waste Levy funding, a list that will facilitate a 'pass' in any MfE Waste Levy expenditure compliance review, and one that compromises the potential for performance improvement inherent in the Waste Assessment effort.

<sup>18</sup> Ibid Section 7.1.4

<sup>19</sup> <https://www.mfe.govt.nz/waste/waste-guidance-and-technical-information/waste-disposal-levy/waste-disposal-levy-payments>

<sup>20</sup> Waste Levy Spending Guidelines for Territorial Authorities p3

**Opportunity 1**

- 2.7 The Council could improve the utility of its waste management and minimisation plan by developing a complementary strategic plan, incorporating high level strategic goals and associated strategies, targets and accountabilities, with which the WMMP would be aligned.

**Opportunity 2**

- 2.8 MfE should review the policy associated with Waste Levy funding that causes the extremely tight linkage with the WMMP to constrain the 'planning' aspect of the WMMP, so that plans for action, rather than lists of actions, are able to be developed.

**The current plan and progress in delivering its actions and activities**

- 2.9 The activities in the current WMMP and progress against them are shown in detail at Annex C. A summary of the WMMP's status is in Table 1 below. Notwithstanding a lack of timelines and targets in many parts of the plan, the overall result appears to be a satisfactory one.
- 2.10 Nevertheless, the majority of the areas which are 'lagging' are those related to engagement, and education type activities; and this 'gap' is consistent with the conclusions of the WMTF which highlight this as one of the vital areas for attention.
- 2.11 Nevertheless, the WMTF view is that the relative lack of progress is very likely to be more indicative of a lack of resources in these particular areas, than it is of the size of the ambition set out in the plan. Certainly, the WMTF saw no evidence that it reflects any lack of staff effort.

| Number of activities | Activity on track | Activity has major problems | Activity has minor problems | Activity yet to start | Progress cannot be determined |
|----------------------|-------------------|-----------------------------|-----------------------------|-----------------------|-------------------------------|
| 24                   | 14<br>(58%)       | 1                           | 7<br>(30%)                  | 2                     | 0                             |

Table 1: Current status of WMMP

**The WMMP's and their effects on waste reduction**

- 2.12 It is often the case that taking actions is assumed to be making progress in the right direction of travel. This current WMMP (2017-2023) is the second WMMP developed to effect waste management and minimisation objectives. The first one, which covered 2011-2017, contained no specific targets for reducing waste to landfill, but did set out the following objectives:
- reduced total volumes of waste disposed to landfill;
  - increased volumes of waste diverted through reuse and recycling; and

c. increased recovery of materials and/or energy from waste.<sup>21</sup>

- 2.13 The effect on waste minimisation since 2010, including nine years of WMMP directed activity, is shown in Table 2.

| Item (per capita)  | 2010  | 2013  | 2017  | 2019 (estimated)    |
|--------------------|-------|-------|-------|---------------------|
| Kerbside waste     | 208kg | 206kg | 230kg | 260kg               |
| Kerbside Recycling | 67kg  | 67kg  | 64kg  | 67kg                |
| Waste to landfill  | 411kg | 441kg | 546kg | 538kg <sup>22</sup> |

Key: ■ Trending in the wrong direction ■ Trending in the right direction ■ Trend steady

Table 2: Progress in minimising waste to landfill 2010-2019

- 2.14 The 2011-2017 WMMP makes the point that, 'waste is primarily linked to economic growth and population'. Nevertheless, while taking into account demographic and economic projections for the region, including Kāpiti, the WMMP concludes that, 'an overall modest reduction in total waste to landfill can be projected for Councils of the Wellington Region.'<sup>23</sup>
- 2.15 The information in Table 2, however, demonstrates that the WMMP's may not be particularly well focused on the actions and activities that will deliver the waste related effects that Councils wish to achieve; and that this is affecting the value that is derived from the expenditure of \$1.6 million over the eight years the WMMP approach has been in effect.
- 2.16 Clearly, if the right effects are to be achieved, then things need to be done differently. This report provides some options for assisting the Council to do that.

## Insight 2

- 2.17 The evidence of two WMMP's to date is that they are not delivering to Council the waste minimisation effects that it wishes to achieve – through the plans and through the investment of funding.

<sup>21</sup> Waste Management and Minimisation Plan 2011 – 2017, p20

<sup>22</sup> This slight reduction is considered immaterial in terms of indicating a sustainable change in the trend.

<sup>23</sup> ibid

**Opportunity 3**

- 2.18 The various approaches and opportunities identified in this report will, if implemented, serve to help the Council make noticeable and sustained progress in reducing waste going to landfill; as well as achieve other waste management and minimisation benefits.

## Part 3 – The Waste Minimisation Taskforce

### Introduction

- 3.1 The WMTF includes two elected Councillors and a small number of other members were invited to join the WMTF. They are drawn from a couple of community groups, and include three iwi representatives. The first meeting of the group was on 16 May 2019.

### Who we are

- 3.2 The members of the WMTF are listed in Table 3; outline biographies of the members are at Annex D.

| NAME                        | ORGANISATION/IWI           | COMMENT  |
|-----------------------------|----------------------------|--|
| David Ledson (Chair)        | Ōtaki Community            | Community representative   |
| Kevin Burrows <sup>24</sup> | Kāpiti Grey Power          | Community representative   |
| Deirdre Kent                | Low Carbon Kāpiti          | Community representative   |
| Sophie Handford             | Youth Advisory Council     | Community/Youth representative   |
| Kirsten Hapeta              | Ngā Hapū o Ōtaki           | Community/Iwi representative   |
| Natalia Repia               | Ngāti Toa Rangatira        | Community/Iwi representative   |
| Bill Carter                 | Te Ātiawa ki Whakarongotai | Community/Iwi representative   |
| K Gurunathan                | KCDC (Mayor)               | Elected member representative. (Deputy Mayor Janet Holborow designated as the alternate in the case of the Mayor's absence.) |
| Jackie Elliott              | KCDC (Councillor)          | Elected member representative  |

Table 3: Members of the WMTF

### What we were to do

- 3.3 The WMTF's Terms of Reference (TOR) are at Annex A. The purpose they established for the WMTF was to review the actions listed in the 2017-23 WMMP and to report back to the Council on how the actions are able to be implemented to 'achieve the most cost-effective reduction in the volume of waste materials in the District. The associated 'primary objectives' were to:
- review the opportunities in the WMMP to achieve the most cost-effective reduction in waste to landfill – to meet the 33 per cent reduction target for 2026 which is set in the WMMP;
  - for the opportunities develop options, both short and long term with timelines, including potential advantages/disadvantages and potential costs; and
  - report to Council.

<sup>24</sup> Represented by Trevor Daniell from 13 June to 30 July.

### How we worked

- 3.4 The work cycle for the WMTF when it was established was an intended one-hour meeting fortnightly from 6pm on Thursdays. This was generally adhered to – although it was not unusual for the meetings to extend to around two hours.
- 3.5 Three visits were undertaken to (1) Otaihangā, including Composting NZ, (2) the Southern Landfill in Wellington, and (3) the Hōkio Landfill in Levin. It had been intended to visit Christchurch for a benchmarking visit, but it proved impossible for the Christchurch end to arrange a convenient date. Additionally, a WMTF member was able to attend a Wellington Regional Waste Forum meeting in Upper Hutt and to visit Poly Palace in Porirua – and members attended a Regional Waste Forum meeting hosted by KCDC in Paraparaumu. All of these activities, especially those that had a local context, provided useful insights into various aspects of waste management.
- 3.5 The WMTF also received presentations from Jonny Best - qualified in the building and construction trade, he currently works as a Training Advisor for the Building and Construction Industry Training Organisation. The purpose of his participation was to provide insights into the construction and demolition (C & D) waste stream. Careoline-Charlotte Myers, the Director of Organic Wealth, a waste minimisation consultancy and education firm, also generously gave time to speak with the WMTF about a range of waste issues; in particular, the benefits of composting as a waste strategy.
- 3.6 In addition to regular briefings from Adrian Mitchell, briefings were also received from Council staff Katharina Kennedy and Jenny Carter – and there was an introductory session with Nienke Itjeshorst, the newly appointed Sustainability and Resilience Manager.
- 3.7 The WMTF has made a submission to the Government's proposed product stewardship scheme, and is considering making a submission to the proposal to make changes to the Waste Levy and address a number of other waste related matters, including a review of the Waste Minimisation Act.
- 3.8 That it was possible to engage with only a very small number of industry representatives, and to do so 'in their place', was a great disappointment to the WMTF. Originally, the members had planned to get out and about; in part to address any community expectations that the group was intended to be a vehicle for community consultation on the WMMP. That the WMTF did not achieve this in any meaningful way, was primarily due to the reality that the available time members had was limited by their other commitments.
- 3.9 In terms of reviewing the WMMP, the WMTF agreed to a process that it was very quickly evident was too complex for the task that had been set. Consequently, it was decided that it would make the biggest difference by focusing on just a few 'game-changing' initiatives. Consequently, the WMTF sought the advice of Council Solid Waste staff as subject matter experts to identify potential focus areas. From this advice, the WMTF relatively quickly settled on an initial five focus areas, while also agreeing that other matters of interest to WMTF members would be discussed as they arose; a selection of these is at Annex E to provide a flavour of those discussions.

### What we achieved

- 3.10 In many ways perhaps the greatest achievement of the WMTF is that, as a group, the environment at meetings was collegial and collaborative. All recognised, and appreciated, the opportunity to support the Council's efforts in waste management and minimisation; on the basis that what was delivered to the Council would not be ignored.
- 3.11 It soon became apparent that there were shortcomings in the 'taskforce' approach as a methodology for addressing the purpose and objectives in the Terms of Reference – as there were in the WMMP as the foundation on which the work was to be built.



Nevertheless, the WMTF believes that the various opportunities and insights in this report, and in particular in Part 4, have the potential to shape the focus of the new Council on to the 'vital four' things that will make a positive contribution to the Council's waste management effort in the Kāpiti District.

### **Insight 2**

- 3.12 The WMTF was a good idea, but it turned out in practice to have major operational challenges; including conducting its work across a Council election. While a taskforce approach is useful to facilitate community involvement in important Council activities, the form of the model used, including its members and the level of available Council support, needs to be more tightly aligned with the task and the tools available.

### **Insight 3**

- 3.13 The purpose of any taskforce, and its expected outcomes, should shape the membership; and, in particular the mix of Council, community and subject matter experts. Having the right competencies across the membership will be vital to determining whether or not the taskforce will be successful.

### **Insight 4**

- 3.14 The work cycle of the taskforce was not aligned to the task. Neither was the level of Council support available, nor the ambition of the WMTF with respect to engagement with community and industry stakeholders. Setting a cycle which enables the task to be characterised as 'a community service' does not always get it onto the path for a successful outcome.

### **Insight 5**

- 3.15 Having specific iwi representation on the WMTF was an important component of its membership makeup and will be so in any 'group' set up to address waste matters. Waste, and its disposal or sequestration, has deep cultural importance to iwi. Nowhere is this truer than when waste is moved to another iwi's rohe/area, and emphatically when human waste (even after treatment) is concerned.

### **Opportunity 4**

- 3.16 Whenever the Council uses a taskforce for any task, then the Chair, at least, should be formally debriefed by Council officers, so that a data base of 'lessons learned' can be established within the Council to facilitate the establishment of task forces that are optimally fit for purpose.

## Part 4 – The Vital Four things for Kāpiti

### Introduction

4.1 This Part of the report sets out the vital four things from among the plethora of detail in the WMMP that the WMTF believes will together have the biggest impact in enabling the Council to achieve the waste reduction target set out in the WMMP.<sup>25</sup> The principal drivers for identifying these four things, which complement and do not replace the WMMP, are:

- The transformational policy and regulatory changes are driven by central government. Consequently, the Council, alongside other local government agencies, needs to be able to position itself as a valued partner and a persuasive voice with a seat at the table.
- The two waste streams that provide the greatest potential for substantial reduction in waste going to landfill are Construction and Demolition waste and food and green (organic waste), and so this is where Council should make a focused effort to make a positive impact.
- Ultimately, waste will be managed effectively and reduced substantially by people changing their behaviour – and understand the effects of it, in relation to waste, have local, regional, national, and global impacts. An effective approach to achieving this change can be summed up as – *‘education by example, diversion by persuasion’*.

4.2 They four things are outlined in Table 4 below:

| PROJECT PRIORITY <sup>26</sup> | STRATEGY  | PROJECT   |
|--------------------------------|---|---|
| 1                              | <ul style="list-style-type: none"> <li>• Position local government to shape government policy and regulatory decisions.</li> </ul>  | <b>Step Up.</b> Step Up. Council take a leading role in developing collaborative local government waste related efforts at the regional and national levels.  |
| 2                              | <ul style="list-style-type: none"> <li>• Focus on waste streams that provide the greatest opportunities for reductions</li> <li>• Provide an accessible and integrated waste diversion facility at an appropriate site in the Kāpiti District.</li> </ul>   | <b>Otaihanga.</b> Council establish an exemplar district waste management facility at the Council's Otaihanga site; with an initial focus on managing C & D waste.  |
| 3                              | <ul style="list-style-type: none"> <li>• Focus on waste streams that provide the greatest opportunities for reductions</li> <li>• Identify waste reduction approaches that are accessible to the community.</li> <li>• Achieve an early success in reducing waste to demonstrate to the community what clear intent, a sense of urgency, and financial investment can achieve.</li> </ul> | <b>Kai Tiaki.</b> Council establish a food waste composting facility in the Kāpiti District – accompanied by a comprehensive education and engagement programme, focused on composting as an effective and accessible waste reduction strategy. |

<sup>25</sup> The Regional WMMP sets a primary target of a reduction in the total quantity of waste sent to Class 1 landfills from 600kgs/person/year to 400kgs by 2026.

<sup>26</sup> The allocation of these priorities is not intended to encourage a sequential approach to seizing the opportunities they represent.

| PROJECT PRIORITY <sup>26</sup> | STRATEGY   | PROJECT  |
|--------------------------------|--|--|
| 4                              | <ul style="list-style-type: none"> <li>Ensure every participant in the waste system, whether a domestic or commercial one, young or old, is a fully informed and engaged one.</li> </ul> | E2. Council facilitate demonstrably effective education and engagement programmes across the Kāpiti District and into those areas where they will make the greatest difference in changing community behaviours. |

Table 4: The Vital Four Things

- 4.3 In reviewing whether these four projects were indeed the best things to focus on, the WMTF spent some time reflecting on the impact they would have on the various waste streams that go to landfill; as illustrated in Annex G. Ultimately, it became clear to the WMTF that they had settled on the 'Vital Four' things that would make the biggest difference in reducing the amount of waste that goes to landfill in Kāpiti; as well as contributing to improved waste management and minimisation outcomes across the 'waste system'.
- 4.4 Organisations that aspire to excel, do not have a this or that mindset, rather they stretch to be able to do this and that. Consequently, it is not intended by saying, 'Execute the four vital things', that a range of the important things on the WMMP should be ignored – and put off for another day. So, while taking steps to obtain a HotRot system, work should proceed, concurrently, to encourage households to adopt composting as a waste reduction strategy; and, while pursuing the development of Otaihanga, the existing transfer stations should be refreshed to provide both a waste reduction and waste education capability.

### Project Step Up

- 4.5 The transformation waste related policy and regulatory actions will be initiated by central government. As Local Government NZ (LGNZ) points out, waste is a significant issue for local government to deal with, and it takes the position that *'a lack of supporting Government policy and action has constrained councils' ability to address waste issues effectively.*<sup>27</sup> Notwithstanding the validity of this point, and the unique and substantial obligations imposed by national legislation, arguably councils have allowed themselves to be regarded by central government as just another stakeholder; for example, the consultation process for the Government's product stewardship and Waste Levy proposals treat councils in this manner.
- 4.6 In January 2018, LGNZ released the Local Government (LG) Waste Manifesto. It sets out the waste management actions which Territorial Authorities believe will enable real reductions in waste to landfill and reduce the costs borne by councils and their communities.<sup>28</sup> They are<sup>29</sup>:
- Review the New Zealand Waste Strategy to set a clear programme for action
  - Expand the Waste Disposal Levy and progressively raise the levy to reduce waste to landfill
  - Officially adopt the National Waste Data Framework to enable better planning and monitoring
  - Introduce a Container Deposit Scheme to lift recycling rates and reduce litter and marine pollution

<sup>27</sup> <https://www.lgnz.co.nz/about-lgnz/>

<sup>28</sup> Since the release of the LG Waste Manifesto the Government has initiated consultation on a proposed product stewardship scheme and on changes to the Waste Levy.

<sup>29</sup> 'd' and 'e' below are included in the Government's product stewardship proposal currently undergoing consultation.

e. Declare tyres, e-waste and, agrichemicals and plastics as priority products<sup>30</sup>

- 4.7 The LG Waste Manifesto appears to be a very good piece of work from LGNZ – and the Council should actively promote it. However, it is not apparent whether it was able to be developed because of the LGNZ governance structures, or despite them. A very superficial look at the organisation indicates that the structures are overly cumbersome, notwithstanding that it is *the sector voice for all 78 councils in the country.*<sup>31</sup> It has, for example, provision for 19 members on the National Council, 15 on the Governance and Strategy Advisory Group (GSAG), and 17 on the Policy Advisory Group (PAG).
- 4.8 A telling example of the nature of local government's relationship with central government, is the Waste Advisory Board (WAB) – which *provides 'independent advice to the Minister for the Environment on matters relating to the Waste Minimisation Act 2008 and waste minimisation.'* There is no legislative provision in the WMA for the WAB to have local government representation, and of the current members, one is a Councillor and the other seven are either 'consultants' or in business. Given the WAB's responsibilities and ability to shape matters that have a substantial impact on local government waste matters, this would, from a waste system perspective, seem to be a less than ideal situation in terms of delivering the best outcomes for councils.
- 4.9 It is also instructive to note a conclusion in the Productivity Commission's inquiry into the funding and financing of local government:

*'Right now, central and local government too often treat each other with suspicion and mistrust. Central government has also tended to treat local government as an agent, rather than as a genuine partner. An improvement to the poor state of relations will be crucial to the success of other improvements to the local government funding and financing framework. The Commission recommends the adoption of a "Partners in Regulation" protocol to support this shift.'*<sup>31</sup>

## Insight 6

- 4.10 The Council, and other local government authorities, are not the same as the many other 'interest groups' in the waste space in terms of their obligations and the implications government policies, or the absence of them, can have on their work load, costs, and their communities. Consequently, the current relationship they appear to have with central government, does not serve them as well as a more strategically based one could.

## Insight 7

- 4.11 LGNZ has an important relationship-building role with central government and an important role, too, as an advocate for matters of importance to local government. However, notwithstanding the success of the LG Waste Manifesto, it is not readily apparent whether the organisation is focussed on, and appropriately structured for, generating a step change in the central/local government relationship.

<sup>30</sup> <https://www.wasteminz.org.nz/wp-content/uploads/2018/01/Local-Government-Waste-Manifesto-final-22012018.pdf>

<sup>31</sup> Productivity Commission Draft Local government funding and financing report dated 4 July 2019 p 252

**Opportunity 5**

- 4.12 The Council should review the means by which it can influence national decision making and should, for example, form a view of whether LGNZ is fit for purpose in terms of generating the best possible local/central government relationship and in its ability to advocate on behalf of local government bodies on those issues that matter the most.

**Opportunity 6**

- 4.13 Local government should be specifically represented with provision for two to three members on the Waste Advisory Board.

**Project Otaihanga**

- 4.14 The concept to establish the Council's site at Otaihanga as an exemplar waste management facility represents the merging of what were two separate projects being considered by the WMTF.
- 4.15 Of these, the first was planned to address the current situation in which the two District transfer stations at Otaihanga and Ōtaki have layouts that facilitate only limited opportunities for waste diversion. Consequently, the project aimed at converting the transfer stations to a configuration that optimised waste diversion, including recycling and reuse, at the station. It was envisaged that there would be a smaller capacity at Ōtaki, and a much larger one at Otaihanga.
- 4.16 The intention of the second project was to exert more effective reduction and management of construction and demolition (C&D) waste. In Kāpiti the majority of this material goes to C&D landfills in Wellington, or is disposed of in farm dumps – with only a small amount of recovery, such as concrete crushing, occurring locally.
- 4.17 As a consequence of the amalgamation of the two projects, the plan now is to use land at the old Otaihanga landfill site to create a district aggregation and processing facility to take excavation materials; including topsoil, clays, peat, gravels, sand and roading; concrete; timber and metals. These would be processed to produce; topsoils, clays, aggregates (perhaps using crushed glass), rounded stones, timber (treated and untreated for resale or use in a chipped form for compost or as fuel), and metals for scrap sale. The residual material would be disposed of as C&D landfill. As identified in Annex G, the WMTF believes that by providing an effective C & D facility at Otaihanga, the amount of this type of waste going to landfill could be reduced by at least 20%.
- 4.18 After a WMTF visit, and walk around the Otaihanga site with staff and compost operator, and further discussion, it was agreed that the real strategic opportunity lay in focussing on the development of the site to provide the range of facilities at the standard that is not compromised a 'number 8 fencing wire' mindset, and which support the transition from a linear to a circular economy.<sup>32</sup>

<sup>32</sup> See Annex F for an illustration of these concepts.

- 4.19 Noting that this strategic area is already held by the Council, and that transfer station contracts can go to tender in 2023, the WMTF considers that the Council should agree to develop it along the lines outlined in this section of this report, and illustrated at Annex H; which shows (1) the present layout of the site and (2) a possible approach to the site's future development. This would provide an integrated and accessible facility focused not on waste disposal, but on effective management of waste – and it would do so over the long term.
- 4.20 While developing the Otaihanga site will not be without its challenges, the WMTF view is that it will be worth it. The challenges include:
- a. The potential tendering of waste transfer station contracts in 2023 sets a time flag that will need to be taken into account in planning.
  - b. Funding will be required, the amount as yet to be determined, and noting this, as well as the need to determine the best business model, it will be important to develop a comprehensive business case early on.
  - c. Determining the physical configuration of the site will require significant work, and the planning process will need to take into account the inevitable requirement for Resource Management Act (RMA) consents.
  - d. A risk that needs to be sensitively mitigated with sites such as this is the likely environmental impacts and the Māori view of these. It is critical that lessons from the Hōkio landfill are assiduously applied here. In this case, there a particular risk of this type that relates to the adjacent tributaries of the Mazengarb Stream in the event of a major weather disturbance. Effective consultation throughout planning and development with affected iwi, Ātiawa ki Whakarongotai, will be essential.

#### Insight 8

- 4.21 While the waste transfer stations at both Otaihanga and Ōtaki have deficiencies which could be resolved by some changes in layout, to signage, and to staffing, it would be unlikely that the changes would have a substantial impact on waste management practices or performance. Nevertheless, these changes should be progressed because any difference, no matter the scale, is of value.

#### Insight 9

- 4.22 The Council owned site at Otaihanga has significant potential to be developed as an integrated and accessible waste management facility shift that will transform the District's approach to waste minimisation and management. That site and the adjacent waste water treatment plant land have critical value to future Council needs.

#### Insight 10

- 4.23 Any planning and development processes associated with development at Otaihanga need to be particularly sensitive to iwi environmental impact interests; especially in the event of a major weather event.

#### Opportunity 7

- 4.24 The Council should, in addition to carrying out work to improve the operation of the current transfer stations, make an early decision for work to start on developing a proposal to develop the Otaihanga site along the lines described in this section of this report.

## Project Kai Tiaki

- 4.25 It was clear, given that Annex G identifies that food and green waste make up about 35 per cent of waste going to the transfer stations, and they make up 50 per cent, (evenly split), of kerbside collections, and it is a large Greenhouse Gas (GHG) contributor, this was a waste stream the merited close attention. And so, unsurprisingly, getting stuck into reducing food waste going to landfill makes the 'vital four' and the WMTF believes that a reduction of up to 15% in organic waste collected at the kerbside is possible if this project is implemented.
- 4.26 Rather than being disposed of to landfill, food waste can be composted, either commercially or domestically depending on scale, to produce soil and fertilizer, fed to animals, or used to produce energy or fuel; again, depending on scale; for example, as was pointed out to the WMTF by Careoline-Charlotte Myers of Organic Wealth<sup>33</sup>, it could be possible to achieve a 70% reduction in organic waste to landfill by collecting food scraps and green waste together in identifiably separate bins – by using different coloured bin lids.
- 4.27 There was considerable discussion within the WMTF on the multiple methods of domestic composting, (for example, trenching, worm farming, plastic compost bins, larger heaps or wooden/pallet bins, and direct composting)<sup>34</sup>, and the considerable benefits of this approach to waste reduction. This project aims to complement those approaches by acquiring the ability to manage the food waste stream on a larger (commercial) scale.
- 4.28 As originally envisaged by the WMTF, the project was to be a scalable food waste composting capability – situated in the District and funded from the Provincial Growth Fund (PGF). The focus on food waste was due, in part, to the composting of green waste already being done by Composting NZ at its Otaihanga facility, and the conversion of such food wastes to methane in landfill.
- 4.29 By composting food waste 'safely', substantial inroads would be made into the domestic waste reduction target; as illustrated at Annex G. A further consideration was that such a capability was an ideal candidate for a targeted education and engagement programme to energise the Kāpiti community around the benefits of composting food waste specifically, and organic waste more generally. Finally, it provides an opportunity for the Council to demonstrate it is prepared to invest, directly or indirectly, in waste capabilities that will deliver transformational benefits to the District's waste reduction performance.
- 4.30 A joint approach with Porirua City Council (PCC) has been initiated by Council staff with the potential aim of making a KCDC/PCC application to the Waste Minimisation Fund (WMF) for In-Vessel Composting facilities – at least one in each District – to address food waste streams from households, small to medium businesses and organisations, and large businesses and organisations, institutions and conglomerated activities.
- 4.31 In-vessel composting units, (such as HotRot composters), use a U-shaped horizontal composting chamber with a central tine-bearing shaft. Each chamber is individually controlled and monitored to ensure a consistent and predictable compost product. Rotation of the shaft both forward and reverse allows for independent process control of residence time and aeration.
- 4.32 The central shaft moves the material through the unit and folds air in to the mix from the overhead airspace. Supplementary low-volume air injection ensures that the material is

<sup>33</sup> <https://www.organicwealth.nz/>

<sup>34</sup> <https://www.kapiticoast.govt.nz/our-district/on-to-it/greener-gardens/greengardener-soil/compost/>



maintained in an aerobic state and the compost process proceeds at an optimum rate.<sup>35</sup> A HotRot 1811 system is illustrated in Figure 2. This system, which costs around \$550,000 with annual operating costs for power and maintenance estimated as about \$4000, is being used commercially in Whanganui.<sup>36</sup>



Figure 2: HotRot 1811 system

- 4.33 Among the benefits claimed for in-vessel composting systems are that they:
- a. are robust and mechanically simple, easy to install and use.
  - b. require only a small operational footprint, and are cost effective to purchase and to operate.
  - c. allow local, even on-site processing of organic wastes, thereby reducing transportation costs.
  - d. do not 'out-gas', release odours, or organic liquids and residues into soil and ground water, ensuring both human and environmental health.
  - e. are modular in design, so processing capacity can be expanded over time, or individual units configured for particular feed-stocks.
  - f. are fully enclosed and designed for outdoor use, without additional protection from the elements.
- 4.34 However, it is not just a one-way street, and there are a number of risks associated with this project, including:
- a. The fund will not cover the entire cost of the project. Applicants need part funding from other sources; which may, in this case, include from the Council.
  - b. If waste reduction/recycling systems are to be commercially successful they need, ironically, waste of sufficient volume, sustained over time, needed to ensure the business model works. This means the competing pressures of waste at scale versus

<sup>35</sup> <http://www.closingtheloop.co.za/9-composting/4-the-hotrot-system>

<sup>36</sup> Careoline-Charlotte Myers



waste reduction need to be carefully managed to guard against unintended consequences as in the Case below.

#### CASE

A \$7 million recycling plant to be built in Auckland by Australian packaging company Pact Group, with a \$3 million subsidy from the Government's Waste Minimisation Fund, will convert 10,000 tonnes of PET<sup>37</sup> a year into food packaging, including meat and bakery trays. The company would prefer to source PET locally, but until our recycling recovery rate improves, it will import PET waste from overseas.<sup>38</sup>

- 4.35 This project has three elements, (1) the acquisition of a HotRot capability, (2) a re-energised programme promoting the effectiveness of composting as an organic waste reduction strategy, and (3) an education and engagement strategy focused on enabling a reduction in the amount of organic waste that currently finds its way into landfills.

#### Insight 11

- 4.35 Reducing food and green waste going to landfill will enable significant and noticeable progress to be made towards achieving, and even exceeding, the 2026 waste reduction targets in the WMMP. The WMTF estimates that kerbside reduction of up to 15% is achievable should Project Kai Tiaki be implemented.

#### Insight 12

- 4.36 HotRot systems have demonstrated their effectiveness and efficiency as a means of composting food – and green waste – at a variety of scales; and funding for these may be available through the Waste Minimisation Fund.

<sup>37</sup> Polyethylene Terephthalate (PET) can be used to make lower grade products, such as carpets make a food grade plastic, the bottles need to be hydrolysed down to monomers, which are purified and then re-polymerised to make new PET. In many countries, PET plastics are coded with the resin identification code number "1" inside the universal recycling symbol, usually located on the bottom of the container.

<sup>38</sup> <https://www.noted.co.nz/planet/planet-planet/plastic-how-new-circular-bio-economy-could-deal-with-problem>

**Insight 13**

- 4.37 Working collaboratively with other Councils, and especially Porirua City Council, to acquire waste – and other – infrastructure has the potential to deliver a range of strategic benefits.

**Insight 14**

- 4.38 Food waste at an appropriate level of supply is available and accessible in the District.

**Opportunity 8**

- 4.39 The WMTF understands the proposal for the Food/Green waste funding application to the Waste Minimisation Fund is being managed within Council staff delegation. Council should engage directly in the process so that the full range of strategic benefits can be assessed.

**Opportunity 9**

- 4.40 A formal communication and engagement programme should be developed for Project Kai Tiaki and integrated into the project's acquisition, installation and operational phases; promoting both the HotRot capability and the benefits of composting in reducing organic waste going to landfill.

**Project E2: Education and Engagement**

- 4.41 Recognising the crucial role played by education in moving community waste management behaviours in the direction that would generate effective waste managers, a Regional Waste Minimisation Education Strategy (RWMES) was developed from the 2011-2017 WMMP. The RWMES states that:
- a. the RWMES is seen by all Councils as playing '*...a fundamental supporting role to all areas of the waste actions planned (within the WMMP) and all aspects of the waste hierarchy. It is paramount in the reduction of waste to landfill and plays a key role in supporting many of the operational elements of this WMMP.*<sup>39</sup>
- 4.42 Its purpose was to:
- 'Prioritise and provide a framework for delivering collaborative education initiatives, communications and supplementary community development activities across the Wellington Region that change behaviour, minimise waste, increase efficiency and support the other actions in the WMMP.'*<sup>40</sup>
- 4.43 The areas for action identified in the RWMES are listed, together with the Kāpiti programmes, in Table 5 on p27.<sup>41</sup> A comparison of the two, planned versus implemented, appears to show a substantial delivery gap.

<sup>39</sup> RWMES Article 2.1

<sup>40</sup> Ibid

<sup>41</sup> Waste Assessment Table 14

- 4.44 That this is likely to be the case is no surprise to the WMTF. It was clear in the views of the community representatives, and of those in the community with whom we spoke, that:
- a. the community and engagement capacity in direct support of waste management and reduction efforts is too small, and
  - b. the Council is disengaged from the community in this area of its operations.
- 4.45 However, things may be about to change. It is understood that personnel numbers in the Sustainability and Resilience area will be restored with the established positions for two full time staff expected to be filled in the current financial year. While this is welcome progress, there are other opportunities that may lift the Council's performance in this area. They include:
- a. an increased commitment to digital communication, so that online education of the public in issues such as waste separation, home composting, purchasing to minimise waste and reduction of excessive packaging can be done across a wide range of social networking platforms; including YouTube, Facebook and Instagram to the many different groups of ratepayers. These include construction businesses, restaurants, householders with big gardens, and those who live in apartments or flats.
  - b. updating of the website and downloading content from other platforms and avenues to ensure that content is accessible and readily available to people living in the Kāpiti District.
  - c. promoting and reinstating community events such as the 'Sustainable House and Garden Show' and investigating the feasibility of an annual zero waste expo to be held in Kapiti annually.

| Regional Education Strategy Actions |  |   |   |
|-------------------------------------|--|---|---|
| Education (E) Initiatives           | Sectors  |   |   |
|                                     | Residential  | Businesses  | Schools   |
| E1: Organics                        | Organics investigation and subsequent WMES funding proposal. The key sectors to be addressed will be further clarified after a more detailed investigation of the regions organics waste stream. Interim promotion of diversion options for residents and businesses while the investigation is on-going.  |   | Regional (or national) toolkits and programmes – investigate options and opportunities for promoting uptake of regionally available toolkits and programmes |
| E2: Paper                           | Regional (generic) promotion of kerbside recycling   | Working with business and the public to promote waste minimisation, thereby reducing waste related costs for consumers and businesses alike |   |
| E3: Plastics                        |  |   |   |
| E4: Timber                          | Timber investigation (R11) and subsequent WMES funding proposal (if required) – acknowledging the very low cost of some C&D waste disposal options within the Wellington region as a potential barrier to local council influence in this area. Interim promotion of diversion options for residents and businesses while the investigation is on-going. |   |   |
| E5: Events                          | Develop and promulgate regional resources for waste minimisation at events   |   |   |
| E6: Communications                  | The communication of consistent messaging using a common brand is important to ensure communities and businesses are able to recognise and easily access relevant and useful information. For example, generic promotion of kerbside recycling. This is also important for achieving stakeholder input and buy-in on shared/common goals                 |   |   |
| E7: Littering                       | Investigate a regional approach to education on littering and promoting community led clean-ups  |   |   |
| E8: e-Waste                         | The promotion of reuse and recycle centres around the region   |   |   |

| Kāpiti Education Initiatives | Kāpiti Community   | Kāpiti Businesses      | Kāpiti Schools |
|------------------------------|--|------------------------|----------------|
|                              | <ul style="list-style-type: none"><li>Eco Design Advisor (Sustainable home advice)</li><li>Waste Reduction Grants</li><li>Para Kore programme (in marae)</li></ul> | Waste Reduction Grants | Enviroschools  |

Table 5: RWMES Actions and Kāpiti District education programmes

- 4.46 The education space appears to have many players and yet there is no indication that there is a systematic approach in place to 'measure', rather than 'judge', the effectiveness of each of the programmes being used across the district. Because it is difficult to improve performance that is not being measured, this is a gap that must be closed.
- 4.47 The lack of a strategic plan and associated measurable goals and associated strategies is obvious. There is no evidence that the RWMES has been recently reviewed. This should be done as soon as practical.

**Insight 14**

- 4.48 Education and engagement is critical in the context of waste minimisation. In spite of the strenuous efforts of current staff, and their commitment to make positive contribution, feedback from the community supports the view that the Council could and should be doing more in this area.

**Opportunity 10**

- 4.49 The Council should use the extra organisational capacity that will be provided by the two additional staff in this area, to increase the education and engagement effect across the whole community; particularly through digital media.

## Part 5 – Other Matters

### Introduction

- 5.1 As well as giving attention to the principal areas in which the biggest difference could be made, in the course of the WMTF meeting a range of other matters were discussed in the course of the conversation. While some of them lie outside the WMTF's Terms of Reference, they are provided here, in part, because they are matters of particular community, and iwi, concern.

### Providing a 'fit for purpose' waste management and reduction system <sup>42</sup>

- 5.2 The Council's corporate documentation mentions 'waste' as being important. However, the references to it are scarce and essentially brief; especially when compared to the references to roading, footpaths, the three waters, green spaces – and to those celebrating the Council's efforts in minimising rate increases and managing debt. Consequently, in a relative sense, the Council's corporate effort to be persuasive that 'managing and reducing waste matters to us', is unconvincing.
- 5.3 A 'fit for purpose' waste management and reduction system across Kāpiti would be a very clear demonstration of the importance the Council does attach to discharging its waste obligations. And, such a system would not only be effective in reducing the amount of waste going to landfill, it would be financially and environmentally sustainable over the long term. Of vital importance, too, is that the approach it takes would be sensitive to, and appropriately aligned with, the values/tikanga that are core in defining the character of the District.
- 5.4 Among the areas in which the fitness for purpose are somewhat compromised are:
- a. **Contracting out of waste collection.** The community representatives on the WMTF discussed the fact that the kerbside collection of waste was a topic of discussion at the recent Local Body candidates' meetings. The contracting out of the kerbside collection began in 2013 and the time is right for a review of the contracting out model. Any review should cover a cost benefit analysis to ratepayers of contracting out versus 'in house' collection and what levers, if any, are available to Council to minimise waste by bringing the kerbside collection 'in house'. The WMTF found that the lack of this financial information made it impossible to have any meaningful discussion on this option. Furthermore, it was of particular interest that the lever that would be expected to influence Council behaviour in this area would be to reduce waste going to landfill. It may well be that, in contrast, the lever driving the contractor is to maintain waste going to landfill at its current level, or if it reduces, to increase the cost to customers. **It will be very important to ensure that the current review of the Waste Bylaw is used as an opportunity to ensure that the vital elements of a 'fit for purpose' contractual arrangement are incorporated into the revised Bylaw.**
  - b. **Hōkio Landfill.** The issues around this landfill are known to be a significant concern to local iwi **and a statement by the iwi representatives on the WMTF is at Annex I.** It may be less appreciated that discomfort about the use of this site are also evident across the wider community. While the WMTF has no role to play in resolving the matters that surround the Hōkio Landfill, it is able to say that there are vital tikanga/values based matters in play, and the choice the Council makes between being an observer or being a participant sends a strong and clear signal

<sup>42</sup> This particular section incorporates viewpoints from only the community/iwi members of the WMTF.

on how it sees its role in relation to the various elements of the waste management system; including community/iwi interests.

- c. **Council resources committed to waste management.** Leaving to one side financial resources, there are only limited Council staff committed to waste management and minimisation. The three staff with whom the WMTF has engaged, all work part time and two are funded by the Waste Levy Fund. An independent organisational review of the Council is underway, with an expected report back early next year. Noting that the review will address whether:
- i. *there is reasonable cause for concern that KCDC does not have the resources or capability to meet its deliverables (planned and unplanned), statutory obligations, duties and powers as outlined in the KCDC Annual Plan and Long Term Plan documents; and*
  - ii. *KCDC can add greater value (ie. being effective not just efficient) to Kāpiti residents by becoming a more responsive organisation at all levels of engagement with stakeholders and the public.*

The community/iwi members of the WMTF expect that this report will be included in the information that the Council makes available to help ensure the review team is as well informed as possible.

- d. **Biosolids.** The management of biosolids, sometimes referred to as sewage sludge, is an activity in which iwi have a particular concern; the movement of this type of material from one's area into another's is, within a tikanga context is anathema. In the Kāpiti District biosolids from the wastewater treatment plants at Ōtaki and Paraparaumu are initially dewatered before being dried at a kiln in Paraparaumu to around 65 per cent dry solids, then transported to the Silverstream landfill for disposal. This year the Council granted funds to Nufuels Ltd to undertake trial of pyrolysis (incineration in the absence of oxygen), with the aim of identifying an alternative disposal option. It will be important to ensure that iwi are, at the very least, kept directly up to date with developments in this area.

### Insight 15

- 5.5 While the Council's corporate documentation may mention dealing with waste is important to it, in terms of leading the community towards a 'fit for purpose' waste management and reduction system, there are gaps from a community perspective in the Council's performance.

### Opportunity 11

- 5.6 The Council should identify and exploit opportunities to demonstrate leadership in establishing a 'fit for purpose' waste management and waste reduction system in Kāpiti.

### Recycling

- 5.7 Unsurprisingly, recycling was an area at which the WMTF looked closely to see if there was a strategic opportunity in relation to this particular waste stream. After all, in a national context: *'We may be perceived as clean and green by the rest of the world, but we have significant problems in NZ. In New Zealand we discard 15.5 million tonnes of*



waste each year. That is 3,200kg for every kiwi! Right now we only recycle 28% of this waste.’<sup>43</sup> Kāpiti provides a recycling opportunity of the same sort of scale.

- 5.8 As Table 6 below illustrates, there are a variety of approaches to ‘maximise the value of recyclables’<sup>44</sup>:

| Material            | Current Grade | Current Value | Potential Grade      | Potential value | Potential value Increase | Market opportunity                                       | Intervention required  |
|---------------------|---------------|---------------|----------------------|-----------------|--------------------------|--|--|
| Paper and Cardboard | Mixed         | L             | Sorted paper         | M               | H                        | Local paper manufacturers                                | Source separation<br>Market development  |
|                     |               |               | Sorted cardboard     | M               | H                        | Local carton manufacturers                               | Source separation<br>Market development  |
| Glass               | Mixed crushed | VL            | Mixed crushed/ fines | L               | M                        | Increased use as road base/ replacement for natural sand | Market development including commitment from markets, specification development, trials<br>Investment in production facilities |
|                     |               |               | Sorted glass/ cullet | LM              | M                        | Local container manufacturers                            | Source separation (kerbside, CDS)  |
| Plastics            | Mixed 1-7     | L             | Sorted 1-2           | H               | H                        | Strong international market                              | Source separation (kerbside, CDS)<br>Post collection sorting   |
|                     |               | L             | Mixed 3-7            | VL              | -                        | Plastic roads<br>Energy from waste                       | Product development<br>Market development<br>Infrastructure development  |
| Contamination       | Mixed         | -             | N/A                  | H               | H                        | Elimination of contamination<br>Energy from waste        | Household education<br>Improved labelling  |

Source: EY, 2019

Table 6: Opportunities and interventions required to unlock the value in recycled materials

- 5.9 This ‘solution rich’ environment characterises most of the waste streams which the WMTF considered and, given this, there is a very strong temptation to take action – and to do so quickly – and without the appropriate level of analysis to determine whether it is a good idea. Getting the right technical and financial evidence to make the right decision is vitally important. So, too, is ensuring any actions that are taken are situationally practical; for example, what suits a household on a ‘half acre block’ may not be appropriate in, say, a retirement village; the effect of the ‘new recycling guidelines’ in Pembrokeshire (Wales), illustrated in Figure 3 below, provides a useful example of what may not be a practical solution right across a community.

<sup>43</sup> <https://www.recycle.co.nz/problemsize.php>

<sup>44</sup> [https://www.ey.com/en\\_au/climate-change-sustainability-services/how-we-can-find-the-treasure-in-our-trash](https://www.ey.com/en_au/climate-change-sustainability-services/how-we-can-find-the-treasure-in-our-trash)





You will be able to recycle everything you can recycle now however this will now be separated into different containers, as detailed below:

- Blue Reusable Sack – Cardboard & Card
- Blue Box – Paper, newspapers and magazines
- Red Reusable Sack – Plastic bottles, pots, tubs and trays (excluding black and brown plastic), food and beverage cartons and metal packaging including cans, tins, foil and foil trays
- Green Caddie – Food Waste
- Green Box – Glass Bottles and Jars
- Household-provided clear bag – Household Batteries

Figure 3: Pembrokeshire (Wales) County Council: New Kerbside Sort Recycling Guidelines<sup>45</sup>

- 5.10 There is scope to improve the District's recycling performance, and one obvious area is improving signage. As the Ernst & Young report on recycling in Australia notes:

*'There is also evidence that the most effective behavioural interventions happen as close as possible to the decision being made. This means that information provided at the point of putting something in the bin (or other key decision points like buying products that have more or less waste) is likely to be more effective. These sorts of interventions are a type of education, but it doesn't require as much recall or cognitive attention on the part of individuals.'*<sup>46</sup>

- 5.11 So, while there are opportunities to refresh the District's recycling stations, and these should be exploited, the Council should proceed with caution in relation to making any significant investment in this waste stream – until the Government makes its final decisions about the proposed product stewardship scheme and the implications of those decisions on waste stream is able to be quantified.

### Insight 16

- 5.12 There are opportunities to improve the performance of the District's recycling system. However, until decisions are made by the Government about the proposed product stewardship scheme – and the implications of these on associated waste streams are able to be determined, the Council should focus on implementing relatively minor

<sup>45</sup> <https://www.pembrokeshire.gov.uk/kerbside-collection>

<sup>46</sup> Ernst & Young report, 'Finding treasure in our trash', p11

improvements to recycling stations and avoid making substantial changes that may require significant financial investment.

**Opportunity 12**

- 5.13 The Council should take an active interest in the progress and outcomes of the proposed product stewardship scheme so that it is positioned to respond proactively to whatever it delivers.

**Opportunity 13**

- 5.14 The Council should, in the meantime, implement changes that will improve the recycling and educational capabilities of the current recycling sites.

## Part 6 - Conclusions

- 6.1 This report is the result of the work of a very small number of Kāpiti citizens, including iwi representatives, and two elected member representatives, all of whom as members of the WMTF, were willing to give their time over seven months, to contribute to the Council being able to improve its waste management and minimisation performance.
- 6.2 Over the past eight years, using the WMMP as its key change vehicle, and spending \$1.6 million in total, the Council has not achieved a sustained or a substantial change in its key waste reduction metric – the amount of waste, per person, per year, going to Class 1 landfills. It would appear, therefore, that a change in the current approach to both waste management and waste minimisation is warranted. This report provides the opportunity for the Council to make that change.
- 6.3 While the focus of the WMTF was on what the Council could do, they were aware that substantial and sustained progress in lifting the District's approach to the waste challenges it faces now, and in the future, depends on the Council and the community, including businesses, agreeing that it is our problem, and it is up to us to do what needs to be done to get on top of it.
- 6.4 This report provides an opportunity for the Council, to not only participate alongside the community in reducing the amount of waste going to landfill, but in identifying a number of opportunities which will help towards providing a fit for purpose waste management system in Kāpiti, it sets out an approach which supports the Council in taking the leading steps in encouraging the community – including households and businesses – in the right direction.

## Part 7 – Recommendations

7.1 The WMTF recommends that the Council:

- a. **accept** this Final Report dated 28 November 2019 from the Waste Minimisation Taskforce; and
- b. **note** that with the completion of this report, the work of the Waste Minimisation Taskforce, approved by the Council for establishment in March 2019, has come to an end.

## Annexes:

- A. WMTF Terms of Reference
- B. Planning and funding levers
- C. Progress against the 2017-23 WMMP
- D. Biographies of WMTF members
- E. A sample of various items raised by WMTF members
- F. Linear and Circular economies
- G. Kāpiti waste streams going to landfill
- H. Proposed Otaihanga development
- I. Statement by Iwi representatives on the WMTF
- J. Glossary

### Annex A: WMTF Terms of Reference

| ITEM  | DETAIL   |
|---|--|
| <b>Purpose</b>  | The purpose of the Taskforce is to review the actions listed in the 2017 Wellington Region Waste Management and Minimisation Plan (WMMP), and report back to Council on how these actions can be implemented to achieve the most cost effective reduction in the volume of waste materials in the District.  |
| <b>Background</b>                                     | <p>As part of the 2018 Long Term Plan Process it was agreed to established a Waste Minimisation Taskforce with the above purpose.</p> <p>In late 2017 Council adopted the WMMP after undertaking a special consultative process. This WMMP is required under the Waste Minimisation Act, and covers a six year period. This WMMP was undertaken in conjunction with the Councils of the Wellington region, and has both local actions for each Council and joint regional actions.</p> <p>The Taskforce will be established in an environment of significant challenge in the Solid Waste Management field, for example:</p> <ul style="list-style-type: none"> <li>• Continuing increases in waste per capita coupled</li> <li>• A significant decline in the global market for recycling.</li> <li>• Industry and Local Government New Zealand calling on Central Government to legislate on issues such as product stewardship (take back schemes for items such as tyres and e-waste) and container deposit schemes (refundable deposits for drink containers).</li> </ul> |
| <b>Primary Objectives</b>                             | <ol style="list-style-type: none"> <li>1. Review the opportunities to achieve the most cost effective reduction in the amount of residual waste (waste destined for landfill disposal) produced in the District in accordance with the actions listed in the WMMP</li> <li>2. For these opportunities develop options, both short and long term, with timelines, including potential advantages/disadvantages and potential costs for Council to consider</li> <li>3. Report to Council</li> </ol>   |
| <b>Primary functions</b>                              | <ul style="list-style-type: none"> <li>• Capitalise on connections between individuals and community organisations to identify potential opportunities for waste reduction</li> <li>• Recommend support, including delivery and funding opportunities, for possible projects in support of the WMMP actions</li> </ul>   |
| <b>Constitution<br/>(and relationship to Council)</b> | <ul style="list-style-type: none"> <li>• Council-led information gathering Taskforce to feed into Council processes (e.g. Annual Plans and Long Term Plans) and identify other potential funding opportunities.</li> </ul>   |

| ITEM                              | DETAIL  |
|-----------------------------------|---|
| <b>Members and term</b>           | <ul style="list-style-type: none"> <li>• The Chair will be an appropriately skilled community member nominated by Council</li> <li>• The Taskforce will consist of up to eight to ten members, including the Chair</li> <li>• The Taskforce will include Iwi representatives</li> <li>• The Taskforce will include a youth representative</li> <li>• The Taskforce may include up to two elected members (and nominated alternates)</li> <li>• Further members will be selected by the Chair and Council Officers in accordance with the following specification</li> <li>• Potential membership specification: <ul style="list-style-type: none"> <li>➢ Is nominated by community groups</li> <li>➢ A representative of Grey Power</li> <li>➢ Has networks to distribute ideas and receive feedback</li> <li>➢ Is able to understand legal and planning processes and constraints</li> <li>➢ Has integrity and mana to represent others</li> <li>➢ Is active and widely respected in their communities</li> <li>➢ Is able to appreciate the needs of the wider community and not just the needs of their interest or sector group</li> </ul> </li> <li>• The term will be six months following the appointment of all members to the taskforce.</li> </ul> |
| <b>Primary relationships</b>      | <ul style="list-style-type: none"> <li>• Build on existing relationships with key community stakeholders with an interest in waste minimisation</li> </ul>  |
| <b>Operating principles</b>       | <ul style="list-style-type: none"> <li>• To be agreed by the Taskforce</li> <li>• Any public statements about Taskforce business will be made by the Chair in consultation with the Group and council officers</li> </ul>   |
| <b>Procedural detail</b>          | <ul style="list-style-type: none"> <li>• Regular meetings as determined by the Taskforce (Dates TBC)</li> </ul>   |
| <b>Resources and requirements</b> | <ul style="list-style-type: none"> <li>• This Taskforce will be supported by Council staff for administration services and provision of advice/information as requested by the Taskforce from time to time.</li> </ul>  |
| <b>Risks and constraints</b>      | <ul style="list-style-type: none"> <li>• Constraints: To be identified by the Taskforce</li> <li>• Risks: To be identified by the Taskforce</li> </ul>  |

*Terms of Reference updated to include amendments from Strategy and Policy Committee, 21 March 2019.*

## Annex B: Planning and funding levers

### The Waste Minimisation Act

- 1.1 The Council has clear legislative obligations that it is required to meet as it sets about managing and minimising waste in the District. In New Zealand, the principal waste legislation is the Waste Minimisation Act (2008) (WMA). The purpose of the WMA is to:
- protect the environment from harm; and
  - provide environmental, social, economic, and cultural benefits.

### Waste Management and Minimisation plans

- 1.2 The WMA requires Councils to promote effective and efficient waste management and minimisation within their district. This is consistent with Section 10 of the Local Government Act which states that one of the two purposes of local government is 'to promote the social, economic, environmental, and cultural well-being of communities in the present and for the future.'<sup>47</sup>
- 1.3 The WMA requires councils to 'adopt a waste management and minimisation plan' which 'must provide for the following:
- objectives and policies for achieving effective and efficient waste management and minimisation within the territorial authority's district;
  - methods for achieving effective and efficient waste management and minimisation within the territorial authority's district, including:
    - collection, recovery, recycling, treatment, and disposal services for the district to meet its current and future waste management and minimisation needs (whether provided by the territorial authority or otherwise); and
    - any waste management and minimisation facilities provided, or to be provided, by the territorial authority; and
    - any waste management and minimisation activities, including any educational or public awareness activities, provided, or to be provided, by the territorial authority;
  - how implementing the plan is to be funded;
  - if the territorial authority wishes to make grants or advances of money in accordance with section 47, the framework for doing so.'

### Waste Disposal Levy










- 1.4 A \$10 levy on each tonne of waste sent to landfills is collected from landfill operators. Half of the money collected through this waste disposal levy is paid to territorial authorities quarterly each year. The amount of levy each territorial authority receives is determined by the number of people in each district. Waste management and minimisation plans (WMMP) prepared by each territorial authority set out how the levy will be used.

### Waste Minimisation Fund













- 1.5 The Waste Minimisation Fund funds projects that promote or achieve waste minimisation. By supporting these projects, the fund increases resource efficiency, reuse, recovery and recycling and decreases waste to landfill. The waste disposal levy is the source of revenue for the fund.

<sup>47</sup> The Local Government Section 14 (c) states, '... when making a decision, a local authority should take account of... (iii) the likely impact of any decision on each aspect of well-being referred to in section 10:

## Annex C: Progress against the 2017-23 WMMP

| Activity  | Description   | Progress<br>(November 2019)   |
|---|---|---|
| <b>R.1: Licensing under the current Solid Waste Bylaw</b>                                 | Issue and review licenses for waste collectors and operators in the district, gather and manage data supplied by licensees, monitor performance/compliance.   |    |
| <b>R.2: Review and adapt licensing system to comply with Regional Solid Waste Bylaw</b>   | Implement and oversee monitoring and enforcement of Regional Solid Waste Bylaw once it becomes active.  |    |
| <b>D.1: Collect and manage data in accordance with the National Waste Data Framework</b>  | This includes working with licensed waste collectors and operators to improve the quality and comprehensiveness of data reported to Council, as well as conducting SWAP surveys and other measures to improve data availability and management.   |    |
| <b>E.1: Provide educational support to educational institutions on waste minimisation</b> | This includes delivery of the Zero Waste Education Programme, support and funding for programmes like EnviroSchools and Paper4Trees, provision of educational resources (for example litterless lunches brochure), and other educational support and resources.   |    |
| <b>E.2: Assist educational institutions with waste minimisation projects</b>              | Provide advice and assistance with waste minimisation infrastructure and projects such as conducting waste audits, setting up recycling systems, composting or worm farms, and further projects.  |    |
| <b>E.3: Support residents to minimise waste through education and information</b>         | Support residents to undertake waste minimisation through the provision of information and education via the Council website, social media, newspapers, brochures and posters, talks, stalls at local events, workshops, and via other channels as appropriate.   |    |
| <b>E.4: Support community projects and events</b>   | Support community lead projects and events that promote and undertake waste minimisation, such as the Greener Neighbourhoods programme, community workshops, waste minimisation at events, clean up events and others, through promotion, partnerships and funding.   |  |
| <b>E.5: Targeted educational campaigns and projects</b>                                   | This includes the support and implementation of targeted educational projects and campaigns with links to regional and national projects and campaigns, such as Love Food Hate Waste, Green Parenting Workshops, Seaweeek, Plastic Free July and others, or targeting specific materials such as e-waste, chemicals, batteries, food waste etc. |  |
| <b>E.6: Optimise regional communications</b>  | Work collaboratively with the WMMP partner councils on waste related communications.  |  |



| Activity  | Description   | Progress<br>(November 2019)   |
|---|---|---|
| <b>E.7: Work with local businesses to achieve waste minimisation</b>        | Work with local businesses and organisations to achieve waste minimisation.   |    |
| <b>E.8: Support marae and iwi groups to minimise waste</b>                  | Support iwi and marae to promote and undertake waste minimisation by the provision of information, services and events. For example (but not limited to), support for the Para Kore programme.  |    |
| <b>C.1: Review kerbside collections and investigate improvement options</b> | Review the effectiveness of the kerbside collection systems in terms of diversion targets, cost, customer satisfaction and street amenity, and investigate improvement options. This may include changes to the bylaw, licensing conditions and delivery methods, involve exploring the benefits of shared services, and potentially result in extending access to recycling collections beyond current collection areas. |    |
| <b>IN.1: Enhance waste diversion from transfer stations</b>                 | Work with operators of transfer stations to increase recovery and diversion of divertible and/or hazardous materials. Establish new, and review existing contracts/lease agreements to increase diversion. This may also include upgrades of physical infrastructure or funding support to enable recovery of specific materials.   |    |
| <b>IN.2: Green waste Recovery and recycling</b>                             | Recover and recycle green waste recovered from transfer stations in the district. Recycling by composting or similar.   |    |
| <b>IN. 3: Explore establishment of additional diversion facilities</b>      | This may include supporting the establishment of facilities to divert and recover waste streams such as C&D waste or other waste streams for which facilities are currently not available in the district.  |    |
| <b>IN.4: Provide clean Public Places</b>                                    | This includes the provision of public litterbins, regular street cleaning, and the removal of illegally dumped waste from public land. Investigate public place recycling infrastructure.   |    |
| <b>IN.5: Effluent Waste</b>   | Council will explore options to reduce the volume of waste to landfill and to lessen the hazardous components of waste from its waste water treatment plants.   |    |
| <b>IN.6: Aftercare of Closed Landfills</b>                                  | Council will monitor and manage closed landfill to ensure relevant environmental and safety standards are met.  |  |
| <b>LM.1: Contestable Waste Reduction Grants</b>                             | Waste levy funds are made available annually as grants for waste minimisation projects, as detailed in the relevant Council Policy. Funding is through contestable processes such as for Community Projects and Business & Innovation.  |  |
| <b>LM.2: Waste Minimisation Staff</b>                                       | Employ staff to implement the goals and actions of the RWMMP at the local and regional level.   |  |
| <b>LM.3: Internal Waste Minimisation</b>                                    | Continue to seek opportunities to reduce waste generated at Council facilities. Use learning's to encourage other organisations to minimise their waste.  |  |




| Activity   | Description  | Progress<br>(November 2019)   |
|--|--|---|
| <b>LM.4: Embed waste minimisation into Council activities</b>                        | Explore opportunities to embed waste minimisation principles into relevant council activities. This could include procurement, regulatory processes, infrastructure projects and other activity areas.     |  |
| <b>LM.5: Explore benefits of shared services</b>                                     | For example, organics collection, expansion of kai to compost, etc.  |  |
| <b>LM.6: Explore &amp; actively encourage additional waste diversion initiatives</b> | This may include the support of community or business led resource recovery operations and initiatives that increase diversion and create additional benefits such as employment and economic development. |  |

Table C1: 2017-23 WMMP and progress to November 2019

Key:



Activity on track



Activity has major problems



Activity has minor problems



Activity yet to start



Progress cannot be determined

## Annex D: Biographies of WMTF members

**Kevin Burrows** was a seafarer in the British Merchant Navy. On arriving in New Zealand in 1974, he was employed by the Wellington Harbour Board and was the Secretary of the Wellington Harbour Board Union, the PSA (Public Service Association/Te Pukenga Here Tikanga Mahi), and then of NZEI Te Riu Roa. Since retiring, he has held a number of positions in Kapiti Grey Power; including President for three years; he is presently the Vice President.

**Bill Carter** represents Te Ātiawa ki Whakarongotai on its Taiao Environmental Group and the Greater Wellington Regional Council Taiao Environmental Committee, together with the KCDC Strategy and Policy Committee and Water Working Group. He has had a long involvement with water and waste water treatment and disposal. He proposed the design of the process that takes the water from the Waikanae borefield and, after natural degassing and tempering, aerates it before discharge into the river as an alternative to its addition to the domestic supply and to the benefit of the river's natural habitat. He is also actively involved in the administration of Māori fisheries.

**Councillor Jackie Elliott** lives in Otaki with her husband and family. She is in her third term as a Districtwide Councillor. She chairs the Grants Allocation Committee and holds the Sustainable Waste Management portfolio. She also represents Kāpiti on the Regional Waste Forum and Waste Policy steering group. Jackie is a Resource Management Act Hearings Commissioner.

**Mayor K Gurunathan** was born in Kuala Lumpur, and initially came to Wellington in the 1970s to attend university and obtained a degree in political studies. Returning to Malaysia with his New Zealand wife Claire in the mid-1980s, Guru spent several years as a senior journalist and well-known political commentator. In 1995 he returned to New Zealand on the Kāpiti Coast. Working as a reporter/journalist and a councillor, Mayor Guru established deep connections within the Kāpiti community and assumed office as Mayor in 2016; he was re-elected in 2019. Guru and Claire have three children and live in "Sunny Otaki".

**Councillor Sophie Handford** is 19 years of age and has grown up in Paekākāriki. She attended Paekākāriki School and then graduated on to Kāpiti College. Her main passion is climate justice and sustainability, and this year she coordinated the nationwide School Strike 4 Climate movement in Aotearoa. Sophie has very recently been elected to the Kapiti Coast District Council as the Paekākāriki - Raumati Ward Councillor.

**Kirsten Hapeta** is a member of Ngāti Raukawa, Ngāti Toa Rangatira, & Te Āti Awa. She represents Ngā Hapū o Otaki on Te Whakaminenga o Kapiti. Kirsten is a kaihautū in Te Tari o te Tumuaki at Te Wānanga o Raukawa and has spent most of her working life there contributing to the progress of iwi Māori through education. Her current interests include papakainga development and iwi self determination and care of the environment.

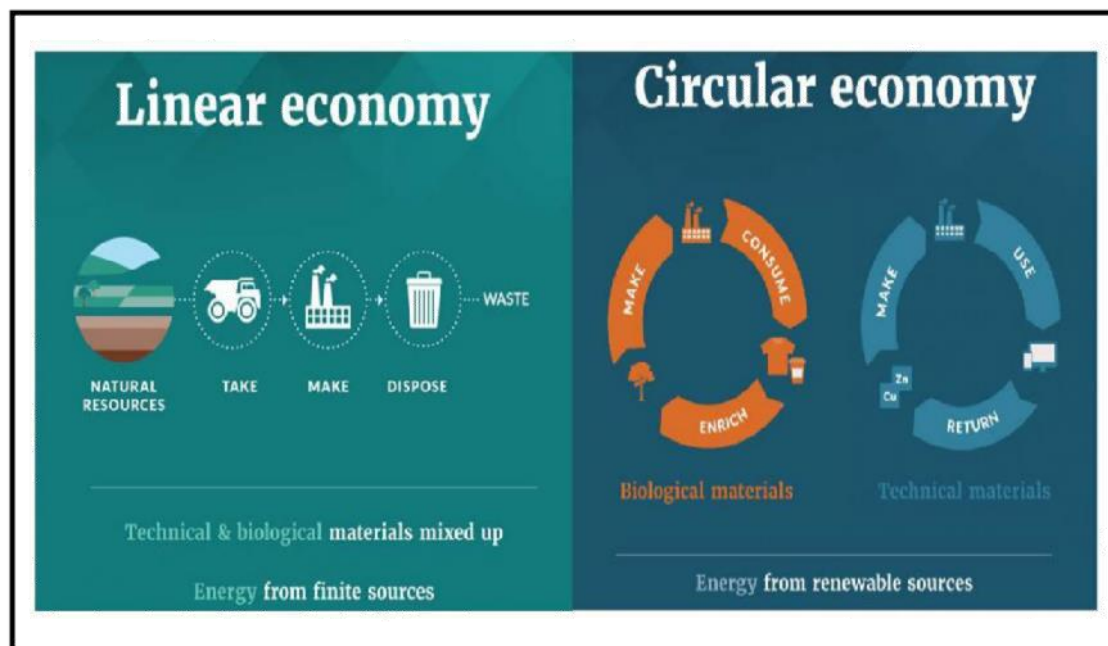
**Deirdre Kent** is a long-time environmentalist starting from being a Values Party councillor on Tauranga City Council. She worked as a full-time paid lobbyist for smokefree laws and has written and taught campaigning skills. Author of two books on local currencies and localisation of politics, founder of Transition Town Otaki, she is a member of Low Carbon Kapiti.

**David Ledson** is an Ōtaki resident. He spent forty-two years in the Royal New Zealand Navy – the last five of which were as Chief of Navy. Since retiring in 2009 he has had a variety of governance jobs including Chair of Maritime NZ and Chair of the National War Memorial Advisory Council.

**Natalia Repia** is the current Te Whakaminenga Iwi Representative for Ngāti Toa Rangatira at Kāpiti Coast District Council. As the Iwi Representative she collaborates with Kāpiti Coast District Council on numerous advisory boards including the current Waste Minimization Management Plan Taskforce, Kāpiti Coast Creative Communities Grant Allocation Board and Open Spaces & Parks Review Strategy Board. She is studying Māori Natural Resource Management and Marine Biology at Victoria University of Wellington, for future focus in consultation and facilitation within the environmental spectrum, with a particular emphasis on Tāngata Whenua Taiao Perspectives & Iwi Engagement Education.

**Annex E: A sample of various items raised by WMTF members during meetings**

- Council should structure its Council committees to include a committee dealing with waste. For instance, given the fact that construction waste is two thirds of our total waste to landfill, the building inspectors could employ someone to help educate builders to separate waste, and reuse and recycle to the maximum extent. There needs to be someone there to teach composting and advance the total composting taking place in the district.
- Staff dealing with waste minimisation should be upgraded to ensure there is adequate permanent staff.
- The Council should be able to provide the relative costs of in-house and contracted waste collection.
- In order to monitor progress, the Council should annually review the progress of waste minimisation.
- Given that methane emitted from landfills is around 25-72 times as potent a greenhouse gas than carbon dioxide, urgency should be given to diversion of food and green waste from landfill to forms of composting. It is imperative, too, to put a stop to burying green waste and food scraps.
- Waste minimisation policies should include the progressive reduction in the volume of domestic waste bins.
- Council should re-evaluate and strengthen its participation in the Regional Waste Forum.

**Annex F: Linear and Circular economies<sup>48</sup>**

<sup>48</sup> <https://www.mfe.govt.nz/node/24055/>

Annex G: Kāpiti Waste to Land

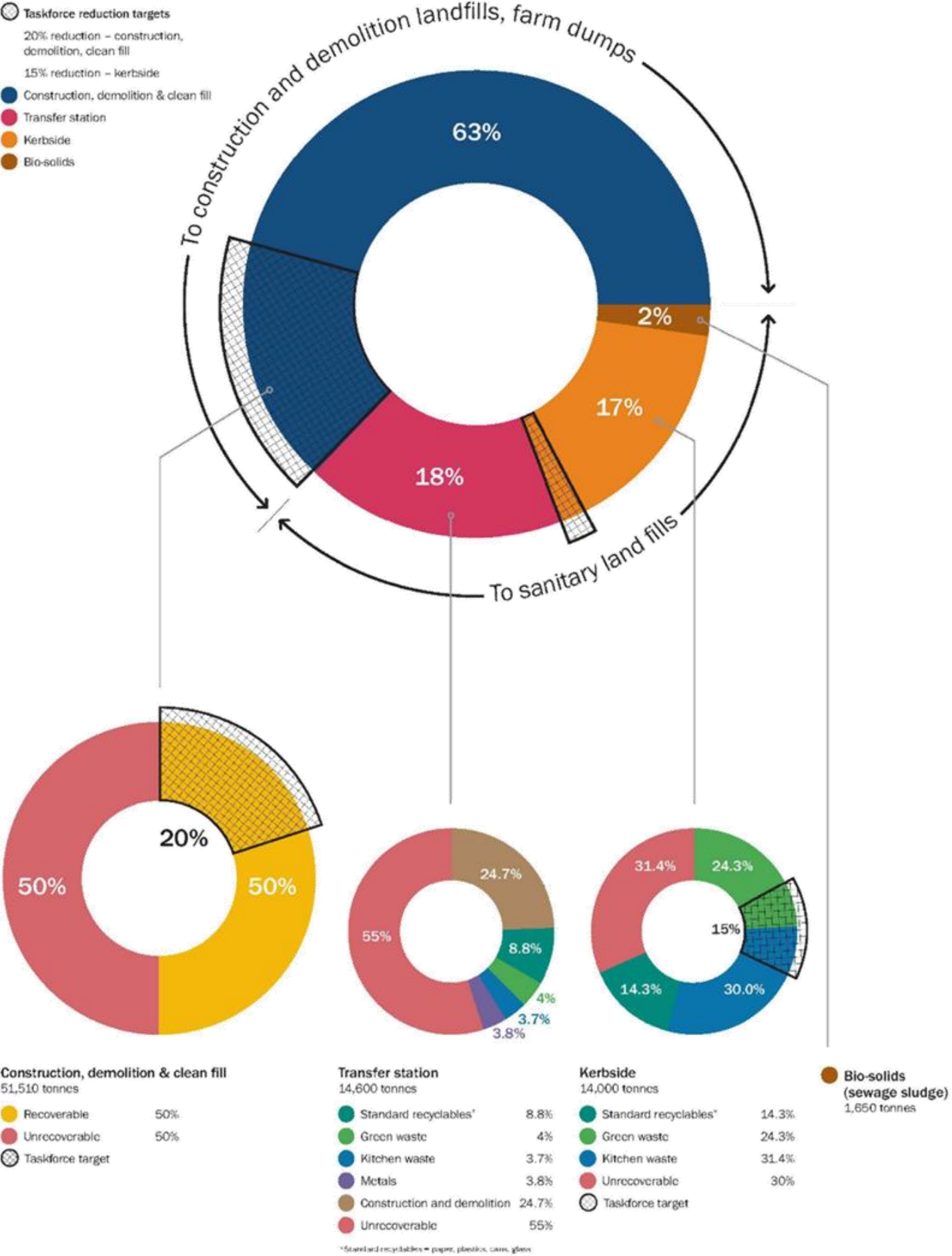
Kāpiti Waste to Land

81,760 tonnes

Education by example, diversion by persuasion

Kāpiti Waste Minimisation Taskforce – Reduction Targets

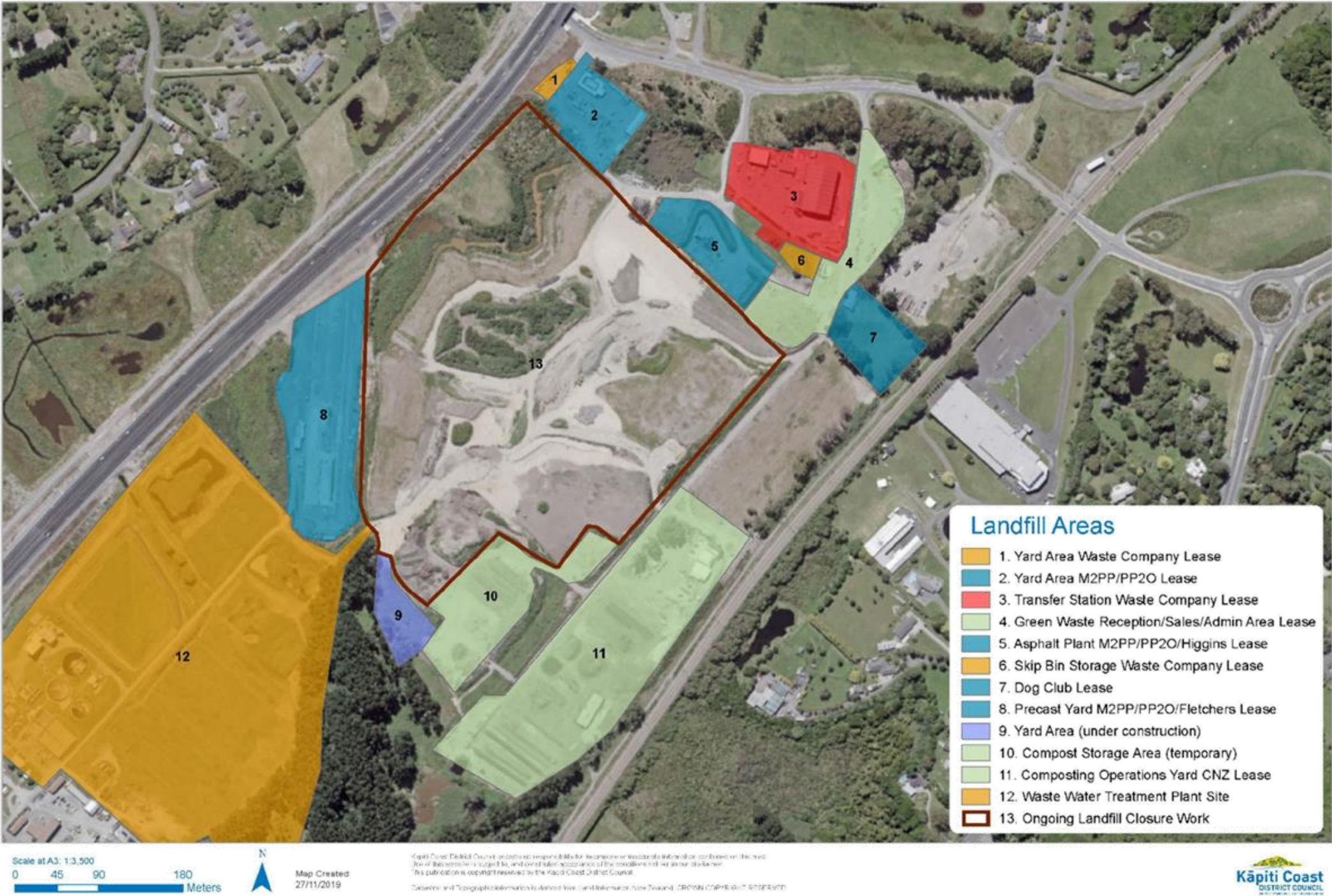
- Taskforce reduction targets
  - 20% reduction – construction, demolition, clean fill
  - 15% reduction – kerbside
- Construction, demolition & clean fill
- Transfer station
- Kerbside
- Bio-solids





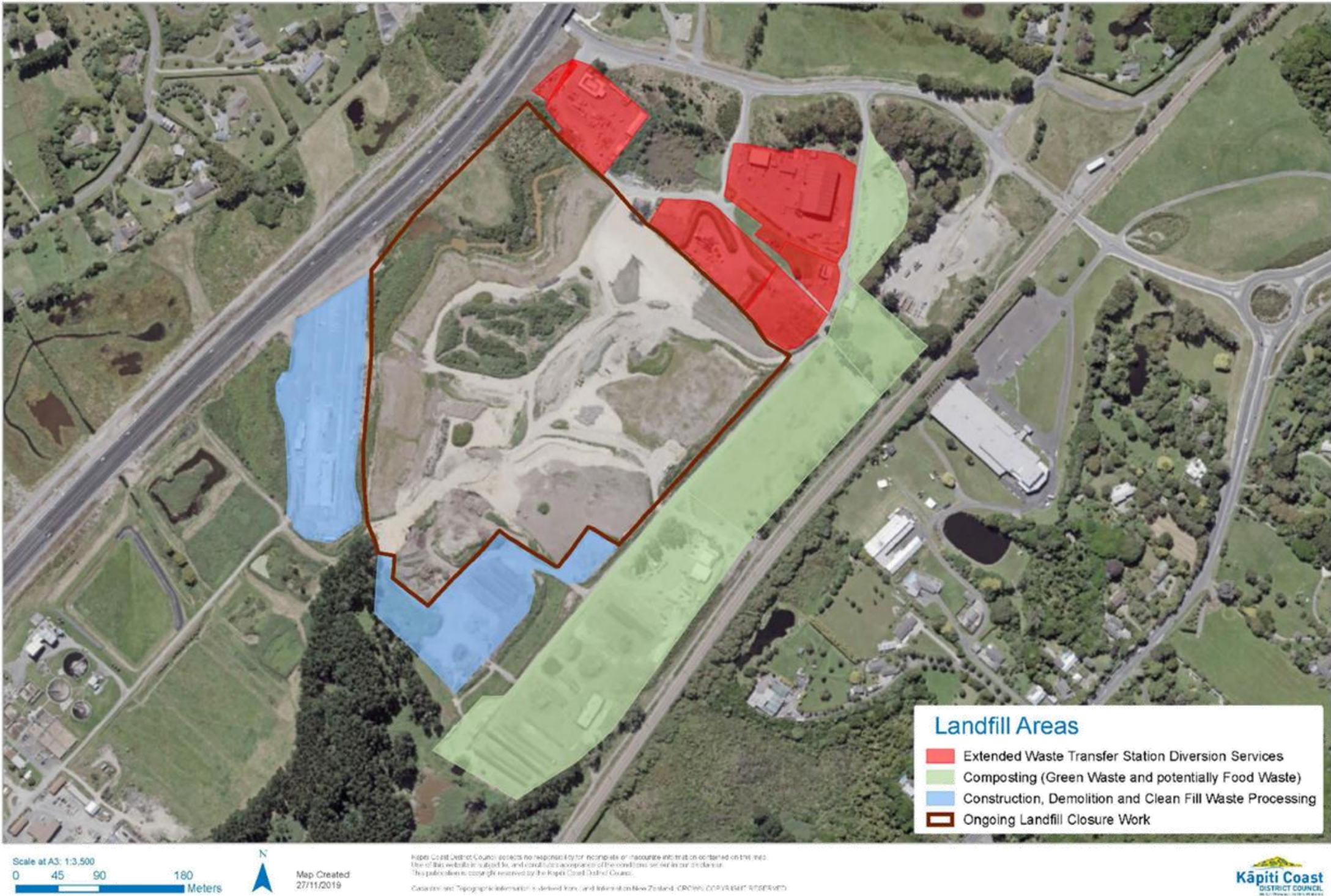
Annex H: Kāpiti waste streams going to landfill

Kāpiti Coast District Council - Current Otaihanga Landfill & WWTP Sites





Otaihanga Landfill Site - Potential Waste Diversion "Hub" Activities



**Annex I: Statement by Iwi representaives on the WMTF**

Representatives of Ngā Hapū o Ōtaki, Te Ātiawa ki Whakarongotai and Ngāti Toa took part in the Kāpiti District Council Taskforce on waste minimisation and endorse the general recommendations of that group within its terms of reference. Their participation endorsed the shared Treaty partnership responsibility of Council and Iwi.

However, those terms of reference did not enable the taskforce to give consideration to concerns that are shared by the three Iwi with regard to the continued disposal of waste at the Hōkio Landfill by contractors employed by Kāpiti District Council. These concerns were raised prior to the establishment of the Taskforce by a deputation to the KCDC Policy and Strategy Committee from the hapū Pareraukawa and, in the view of the Iwi representatives, should have been made part of the Taskforce brief.

As with the noted concerns of Te Ātiawa ki Whakarongotai relating to residues from the Kāpiti waste water plant being transferred to Silverstream, the use of the Hōkio Landfill to take Kāpiti waste is offensive to the tikanga of Pareraukawa. In addition to that principle, Pareraukawa has particular concerns with regard to the Hōkio Landfill and its impact on the nearby stream that are not the responsibility of KCDC.

The Iwi representatives urge KCDC to recognise this concern and to take appropriate action.

William Carter, Te Ātiawa ki Whakarongotai

Kirsten Hapeta, Ngā Hapū o Ōtaki

Natalia Repia, Ngāti Toa Rangatira



## Annex J: Glossary

|                  |   |
|------------------|---|
| <b>C &amp; D</b> | Construction and Demolition (Waste)   |
| <b>E2</b>        | Education and Engagement  |
| <b>GHG</b>       | Greenhouse Gas  |
| <b>KCDC</b>      | Kāpiti Coast District Council   |
| <b>LG</b>        | Local government  |
| <b>MfE</b>       | Ministry for the Environment  |
| <b>OECD</b>      | The Organisation for Economic Co-operation and Development (an intergovernmental economic organisation with 36 member countries, founded in 1961 to stimulate economic progress and world trade.) |
| <b>PCC</b>       | Porirua City Council  |
| <b>PET</b>       | Polyethylene terephthalate  |
| <b>PGF</b>       | Provincial Growth Fund  |
| <b>RMA</b>       | Resource Management Act   |
| <b>RWMES</b>     | Regional Waste Minimisation Education Strategy  |
| <b>RWMMP17</b>   | Wellington Regional Waste Management and Minimisation Plan (2017-2023)  |
| <b>RWA</b>       | Regional Waste Assessment   |
| <b>WAB</b>       | Waste Advisory Board  |
| <b>WMA</b>       | Waste Minimisation Act  |
| <b>WMF</b>       | Waste Minimisation Fund   |
| <b>WMMP</b>      | Kāpiti District Waste Management and Minimisation Plan (2017-2023)  |
| <b>WMTF</b>      | Waste Minimisation Taskforce  |

**9 CONFIRMATION OF MINUTES****9.1 CONFIRMATION OF MINUTES 31 OCTOBER 2019**


**Author:** Tanicka Mason, Democracy Services Advisor

**Authoriser:** Janice McDougall, Group Manager

**RECOMMENDATIONS**

That the minutes of the Council meeting on 31 October 2019 be accepted as a true and accurate record of that meeting.

**APPENDICES**

1. Council Minutes for 31 October 2019 [!\[\]\(e27c4336460e9e6729a19580c0456728\_img.jpg\)](#) 

**MINUTES OF KAPITI COAST DISTRICT COUNCIL  
COUNCIL MEETING  
HELD AT THE SOUTHWARD CAR MUSEUM, OTAIHANGA ROAD, SOUTHWARD CAR  
MUSEUM, OTAIHANGA ROAD,, PARAPARAUMU  
ON THURSDAY, 31 OCTOBER 2019 AT 7.00PM**

**PRESENT:** Mayor K Gurunathan, Cr Janet Holborow, Cr Jocelyn Prvanov, Cr Angela Buswell, Cr Martin Halliday, Cr James Cootes, Cr Jackie Elliott, Cr Bernie Randall, Cr Gwyn Compton, Cr Robert McCann, Cr Sophie Handford

**IN ATTENDANCE:** Koromatua Don Te Maipi, Kuia June Davis, Shelly Wawrick, Jill Griggs, Margaret Stevenson Wright, James Westbury, Grace Lindsay, Guy Burns, Kathy Spiers, Geoffrey Churchman, Jonny Best, Marilyn Stevens, Christine Papps, Marilyn Stevens, Steven Carkeek, Shelly Warwick, Daniel O'Connell, Tina Pope, Jess Hortop, Wayne Maxwell, Janice McDougall, Sue George, Leyanne Belcher

**APOLOGIES:** Nil

## **1 WELCOME**

Tāngata whenua called the Councillors and Community Board Members-Elect into the auditorium and onto the stage followed by speeches and waiata.

The Chief Executive Wayne Maxwell who was presiding as Chair, welcomed everyone and declared the inaugural meeting of the 2019-2022 Triennium open.

## **2 APOLOGIES**

There were no apologies.

## **3 DECLARATIONS BY THE NEW MAYOR**

The Chief Executive invited the Mayor-Elect K Gurunathan to come forward and make his declaration. Mr Gurunathan read and signed the statutory declaration pursuant to Schedule 7, Part 1, s14(3) of the Local Government Act 2002, which was witnessed by the Chief Executive.

The Mayoral chains of office were placed on Mr Gurunathan by June Davis on behalf of tāngata whenua.

The Mayor then took the Chair, and invited Councillors-Elect to come forward and make their declarations.

## **4 DECLARATIONS BY THE NEW COUNCILORS**

Councillors individually read and signed their declarations pursuant to Schedule 7, Part 1, s14(3) of the Local Government Act 2002, which were witnessed by the Mayor.

## **5 DECLARATIONS BY THE NEW COMMUNITY BOARD MEMBERS**

The Mayor invited each Community Board group to come forward and make their declarations.

Each Community Board member read their declarations together pursuant to Schedule 7, Part 1, s14(3) of the Local Government Act 2002.

The Mayor clarified that Board members would be signing their declarations at their own inaugural meetings

## **6 EXPLANATION OF LEGISLATION FOR NEW ELECTED MEMBERS 2019-2022 TRIENNIUM**

Pursuant to Schedule 7, clause 21(5)(c) of the Local Government Act 2002 the Chief Executive gave an explanation of legislation affecting Elected Members.

### **MOTION**

#### **RESOLUTION 2019/20**

Moved: Mayor K Gurnathan

Seconder: Cr Janet Holborow

That Elected members of the 2019-2022 Triennium note the general explanation of legislation provided by the Chief Executive pursuant to Section 21 of Schedule 7, Local Government Act 2002.

**CARRIED**

## **7 DEPUTY MAYOR APPOINTMENT BY THE MAYOR**

Pursuant to section 41A(3)(a) of the Local Government Act 2002 he appointed Cr Janet Holborow as the Deputy Mayor for the 2019-2022 Triennium.

The Mayor made his inaugural speech.

Mayor Gurnathan congratulated new and re-elected Councillors and looked forward to working with the new Council and tangata whenua.

## **8 DATE AND TIME OF NEXT MEETING OF COUNCIL**

### **MOTION**

#### **RESOLUTION 2019/21**

Moved: Mayor K Gurnathan

Seconder: Cr Janet Holborow

That the next meeting of the Kāpiti Coast District Council will be held on Thursday 7 November at 10.00 am in Council Chambers, 175 Rimu Road, Paraparaumu.

**CARRIED**

The National Anthem and waiata were sung. Council kaumātua Don Te Maipi performed a karakia.

Council kaumātua Don Te Maipi performed a karakia.

The Council meeting closed at 8.14pm.

.....  
**CHAIRPERSON**

**9.2 CONFIRMATION OF MINUTES 7 NOVEMBER 2019**


**Author:** Tanicka Mason, Democracy Services Advisor

**Authoriser:** Janice McDougall, Group Manager

**RECOMMENDATIONS**

That the minutes of the Council meeting on 7 November 2019 be accepted as a true and accurate record of that meeting.

**APPENDICES**

1. Council Minutes of 7 November 2019 [↓](#) 



**MINUTES OF KAPITI COAST DISTRICT COUNCIL  
COUNCIL MEETING  
HELD AT THE COUNCIL CHAMBER, GROUND FLOOR, 175 RIMU ROAD, PARAPARAUMU  
ON THURSDAY, 7 NOVEMBER 2019 AT 10.00AM**

**PRESENT:** Mayor K Gurunathan, Deputy Mayor Janet Holborow, 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), Mark de Haast (Mr), Tim Power (Mr), Susan Owens (Ms), Leyanne Belcher (Ms), Vyvien Starbuck-Maffey (Ms).

**APOLOGIES:** Nil

**LEAVE OF  
ABSENCE:** Nil

**1 WELCOME**

The Mayor welcomed everyone to the first meeting of Council for the new Triennium.

**2 COUNCIL BLESSING**

Cr Handford read out the Council blessing in te reo Māori.

**3 APOLOGIES**

Nil

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

None.

**5 PUBLIC SPEAKING TIME FOR ITEMS RELATING TO THE AGENDA**

1. Trevor Daniell from Grey Power looked forward to a positive relationship with the new Council and mentioned the 2.5% pension increase compared to the 18% wage increase for Councillors.
2. Guy Burns from the Paraparaumu-Raumati Community Board spoke to item 8.2 and referred to the Mayor's election promise to increase the powers and delegations of the Community Boards. The Mayor clarified it was still his intent to pursue the matter with appropriate consultation and discussion with elected members first. It would not have been possible to adequately consult in time for the report to be presented today.

**6 MEMBERS' BUSINESS**

- (a) Public Speaking Time Responses would be made at the time reports were considered.
- (b) Leave of Absence – none
- (c) Matters of an Urgent Nature (advise to be provided to the Chair prior to the commencement of the meeting) - none

**7 MAYOR'S REPORT**

Nil

**8 REPORTS****8.1 MAYORAL APPOINTMENTS AND THE ESTABLISHMENT OF COMMITTEES**

Democracy Services Manager Leyanne Belcher invited questions and detailed a number of amendments proposed to the table in the report. There was no discussion.

**MOVED (MAYOR/BUSWELL)**

That the Council notes the mayoral appointments of the Deputy Mayor, Committee Chairperson, Subcommittee Chairpersons, and the establishment of Committees including terms of reference for the 2019-2022 Triennium as at Appendix 1 of the Mayoral Appointments report.

**CARRIED****8.2 GOVERNANCE STRUCTURE AND DELEGATIONS 2019-2022 TRIENNium**

Democracy Services Manager Leyanne Belcher invited questions and detailed a number of amendments proposed to the table in the report.

**MOVED (MAYOR/ELLIOTT)**

That the Council of the 2019-2022 Triennium:

(a) Notes the Mayor's appointment of Cr Janet Holborow as the Deputy Mayor;

(b) Notes the Mayor's establishment of Committees and appointment of Chairs and membership of the following Committees:

| <b>MAYORAL APPOINTMENTS UNDER S41A LGA 2002</b> |              |   |
|---|--------------|---|
| <b>COMMITTEE</b>                                | <b>CHAIR</b> | <b>MEMBERSHIP</b>   |
| Strategy and Operations Committee               | Cr Cootes    | Mayor and all Councillors<br>Māori member with voting rights  |
| Audit and Risk Subcommittee                     | Independent  | Mayor, Deputy Mayor, Chair of Strategy and Operations, Cr Buswell and 2 Independent Members with voting rights. |
| Grants Allocation Subcommittee                  | Cr Elliott   | Mayor, Deputy Mayor, Cr McCann, Cr Halliday, Cr Randall and Cr Elliott  |
| Appeals Hearing Subcommittee                    | Mayor        | Mayor, Deputy Mayor and Chair of Strategy and Operations and Cr Prvanov   |

|   |       |                           |
|---|-------|---------------------------|
| Chief Executive Performance and Employment Subcommittee | Mayor | Mayor and all Councillors |
|---|-------|---------------------------|

Adopts in the case where there is more than one nomination for the positions, System A or B as outlined in Schedule 7, clause 25 of the Local Government Act 2002, for the election of the Deputy Chairs of its Committees for the 2019-2022 Triennium;

Appoints **Deputy Chairs** of the Committees for the 2019-2022 Triennium as:

| COMMITTEE   | DEPUTY CHAIR |
|---|--------------|
| Strategy and Operations Committee                       | Cr Compton   |
| Audit and Risk Subcommittee                             | Cr Buswell   |
| Chief Executive Performance and Employment Subcommittee | Cr Holborow  |
| Appeals Hearing Subcommittee                            | Cr Prvanov   |
| Grants Allocation Subcommittee                          | Cr Buswell   |

Discharges Mr Gary Simpson from the Audit and Risk committee and appoints him to the Audit and Risk Subcommittee until 31 August 2021.

Discharges Mr Bryan Jackson from the Audit and Risk Committee and appoints him to the Audit and Risk Subcommittee until 1 July 2022.

Approves the appointment of one Māori representative with voting rights to the Strategy and Operations Committee for the 2019-2022 Triennium, noting that the recruitment of the preferred nominee will be coordinated through the Council's independent partnership body Te Whakaminenga o Kāpiti with a recommendation coming back to Council early in 2020.

Discharges Janet Holborow, Fiona Vining, Jackie Elliott, Mike Cardiff, Jocelyn Prvanov and K Gurunathan as transitional independent hearing commissioners for resource consent applications as per the relevant provisions of the Resource Management Act 1991.

Adopts the delegations for Committees, Subcommittee and Community Boards as attached at Appendix 1 of this Governance Structure and Delegations 2019-2022 report.

**CARRIED**

### 8.3 APPOINTMENT OF WARD COUNCILLORS TO COMMUNITY BOARDS 2019-2022

#### **MOVED (HOLBOROW/BUSWELL)**

That Council confirms the appointment of the following Ward Councillors to the respective Community Boards for the 2019-2022 Triennium:

- |  |                            |
|--|----------------------------|
| i. Ōtaki Community Board                 | Councillor James Cootes    |
| ii. Waikanae Community Board             | Councillor Jocelyn Prvanov |
| iii. Paraparaumu-Raumati Community Board | Councillor Martin Halliday |
| iv. Paraparaumu-Raumati Community Board  | Councillor Bernie Randall  |
| v. Paekākāriki Community Board           | Councillor Sophie Handford |

**CARRIED**

#### 8.4 APPOINTMENT OF COUNCILLORS TO JOINT COMMITTEES AND EXTERNAL ORGANISATIONS 2019-2022 TRIENNIUM

Democracy Services Manager Leyanne Belcher invited questions and clarified some of the appointments.

##### **MOVED (COMPTON/BUSWELL)**

That the Council confirms the appointment of the Mayor, the Paekākāriki-Raumati Ward Councillor Cr Handford, and the Chief Executive to the Campe Estate Subcommittee for the 2019-2022 Triennium;

That the Council makes appointments to council organisations for the 2019-2022 Triennium as follows:

| No | Organisation/body   | Appointees  |
|----|---|---|
| 1  | Te Whakaminenga o Kāpiti                                  | The Mayor and Cr Cootes   |
| 2  | Kapiti Coast Youth Council                                | Cr Handford   |
| 3  | Kapiti Coast Older Persons' Council                       | The Mayor and Cr Halliday   |
| 4  | Wellington Regional Strategy Joint Committee              | The Mayor and Cr Holborow, as alternate to the Mayor                          |
| 5  | Wellington Regional Transport Joint Committee             | The Mayor and Cr Cootes, as alternate to the Mayor                            |
| 6  | Wellington Regional Climate Change Working Group (WRCCWG) | The Mayor and Cr Handford, as alternate to the Mayor                          |
| 7  | Friends of the Ōtaki River                                | Cr Buswell  |
| 8  | Friends of the Waikanae River                             | Cr Prvanov  |
| 9  | Pharazyn Reserve Focus Group                              | Referred to Waikanae Community Board for appointment of one member            |
| 10 | Kapiti Ecological Restoration Maintenance Trust           | Cr Prvanov  |
| 11 | Kapiti Coast Aircraft Noise Community Liaison Group       | Referred to Paraparaumu-Raumati Community Group for appointment of one member |
| 12 | Wellington Regional Waste Forum                           | Cr Elliott  |
| 13 | Waste Minimisation Task Force                             | Cr Elliott  |

|    |   |                            |
|----|---|----------------------------|
| 14 | Wellington Region Waste Management and Minimisation Joint Committee | Cr Elliott                 |
| 15 | Road Safety Advisory Group  | Cr Randall and Cr Cootes   |
| 16 | Kapiti Accessibility Advisory Group                                 | Cr Holborow                |
| 17 | Kapiti Cycleway, Walkway and Bridleway Advisory Group               | Cr Buswell and Cr Prvanov  |
| 18 | Mahara Gallery Trust  | Cr Holborow                |
| 19 | Mahara Gallery Upgrade Project Steering Group                       | Cr Holborow                |
| 20 | The Public Art Panel  | Cr Holborow                |
| 21 | LGNZ Policy Advisory Group  | Cr Holborow                |
| 22 | Paraparaumu College Community Sports Hall Committee                 | Cr Halliday and Cr Randall |

**CARRIED**

## 8.5 ELECTED MEMBER REMUNERATION AND POSITIONS OF RESPONSIBILITY

Democracy Services Manager Leyanne Belcher clarified the assignment of Councillors to the various portfolios.

### MOVED (HOLBOROW/BUSWELL)

That the Council makes the following portfolio allocations appointments for the 2019-2022 Triennium as follows:

| Portfolios                          | Appointees  |
|-------------------------------------|-------------|
| Cultural wellbeing (inc. Arts)      | Cr Holborow |
| Transport                           | Cr Cootes   |
| Rural<br>GWRC<br>Economic wellbeing | Cr Compton  |
| Business & Jobs                     | Cr Buswell  |
| Waste                               | Cr Elliott  |
| Housing                             | Cr McCann   |
| Social wellbeing                    |             |
| Climate<br>Youth                    | Cr Handford |
| Environmental wellbeing             | Cr Prvanov  |
| C Health<br>Seniors                 | Cr Halliday |

That the Council approves the Portfolio job descriptions as attached at Appendix 2 of this Elected Member Remuneration and Positions of Responsibility report.

That the Council approves:

base remuneration for Councillors of \$36,000.00

additional remuneration of \$24,000.00 for the Deputy Mayor,

additional remuneration of \$19,000.00 for the Chair of the Strategy and Operations Committee,

additional remuneration of \$14,610.00 for Portfolio A holders

additional remuneration of \$9,056.00 for Portfolio B holders

**CARRIED**

## 8.6 DRAFT CALENDAR OF MEETINGS 2019-20

Councillors commended the Chief Executive and staff on the work done to produce the new calendar of meetings. The Chief Executive clarified meeting attendance (the Mayor) at the Local Government NZ Rural and Provincial meetings and recommended Councillors consider attending Zone4 meetings.

### MOVED (HOLBOROW/COOTES)

That the Council approves the calendar of meeting 2019-20 as detailed in Appendix 1 of this Draft Calendar of Meetings 2019-20 report, noting that Council, Committee and Subcommittee meetings are generally scheduled on a Thursday and start at 9.30am.

**CARRIED**

## 8.7 ADOPTION OF STANDING ORDERS - 2019-2022 TRIENNIUM

Democracy Services Manager Leyanne Belcher spoke to the report, reminding Councillors that nine out of 11 members would need to vote in favour of the amendments presented today. A key change from previous triennia was that, in addition to livestreaming meetings, video footage could now be stored and uploaded to the Council website which represented an increase in transparency. Councillors queried whether there were protocols in place to prevent someone from downloading the footage and manipulating it. Legal Counsel Tim Power clarified this would almost certainly constitute an offence but he could provide more detailed advice later, as the law was moving rapidly on this issue. Advice would be provided to Councillors.

The issue was raised about public speaking time provisions for Māori/iwi being longer than three minutes in the original LGNZ template. Last triennium Council had considered the matter but decided to insert some broader wording around the Chair's consideration of bicultural requirements around public speaking time, and this would remain unchanged.

Councillors agreed it would be useful to workshop the Standing Orders next year.

### MOVED (COOTES/COMPTON)

That Council adopt the set of Standing Orders as at Attachment 1 of report 'Adoption of Standing Orders – 2019-2022 Triennium' with any additional amendments.

**CARRIED**

## 9 CONFIRMATION OF MINUTES

Nil

## 10 PUBLIC SPEAKING TIME

- Covering other items if required - none

- Public Speaking Time responses -none

**11 PUBLIC EXCLUDED REPORTS**

Nil

**The Council meeting closed at 10.46am.**

.....  
**CHAIRPERSON**

**10 PUBLIC SPEAKING TIME**

- Covering other items if required
- Public Speaking Time responses



**11 PUBLIC EXCLUDED REPORTS****RESOLUTION TO EXCLUDE THE PUBLIC****PUBLIC EXCLUDED RESOLUTION**

That, pursuant to Section 48 of the Local Government Official Information and Meetings Act 1987, the public, with the exception of Community Board Chairs, now be excluded from the meeting for the reasons given below, while the following matters are considered.

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

| <b>General subject of each matter to be considered</b>                | <b>Reason for passing this resolution in relation to each matter</b>  | <b>Ground(s) under section 48 for the passing of this resolution</b>  |
|---|---|---|
| <b>11.1 - Appointment of Chair of the Audit and Risk Subcommittee</b> | Section 7(2)(a) - the withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons | Section 48(1)(a)(i) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7 |